

# FINANCIAL TIMES

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MONDAY FEBRUARY 15 1999

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## Volvo looks at takeover bid for Navistar

By Nikki Tait in Chicago, Tim Burt in Stockholm, William Lewis in New York and Hålg Skonsten in London

Volvo, the Swedish automotive group, is considering a takeover of Navistar, the US truck and engine manufacturer, in a move that could more than double Volvo's share of the North American truck market.

Senior executives of Volvo, which earlier this month agreed to sell its car division to Ford of the US for \$5.5bn (\$640m), are understood to have met counterparts from Chicago-based Navistar in recent weeks to discuss a possible takeover offer.

"Volvo is looking seriously at a truck acquisition in North America; they are talking to a number of companies but the approach to Navistar is the most advanced," said one person close to the talks.

Navistar has a market capitalisation of \$2.3bn, meaning that a purchaser would probably have to pay at least \$3bn to take full control. However, the price could be substantially lower if Volvo were only to acquire Navistar's heavy truck activities. The US group also makes medium trucks, diesel engines and school buses.

The Swedish group's cash reserves are expected to increase to \$5.5bn once the sale of Volvo cars to Ford has been completed.

Stark's Component Ledger, a well-regarded Chicago-based automotive industry publication, is today reporting that - in addition to the Navistar talks - Volvo

has opened exploratory discussions with Renault's RVI commercial vehicles arm over the possible purchase from the French group of Mack Trucks of the US. RVI has consistently denied any plan to sell Mack.

Stark's says that Volvo is reportedly more intent on acquiring Navistar. One possible scenario could see Volvo sell on Navistar's diesel engine operations to Ford Motor, the newsletter claims. Last year, Navistar's valuable long-term diesel engine contract with Ford was renewed.

Navistar's stock price has seen heavy trading recently, and on Friday it leapt 6 per cent or \$2 to close at \$35.4. Prudential Insurance Company of America holds a 7.4 per cent stake, and late on Friday, Solomon Smith Barney and Fidelity also declared stakes of over 5 per cent.

Last week Leif Johansson, Volvo chief executive, told investors that the company's increased financial muscle would be used to expand its presence in commercial vehicles. The company has underlined that ambition by acquiring a near 13 per cent stake in Scania, its Swedish heavy truck rival, for \$1.5bn. A Volvo-Scania combination would create Europe's largest heavy truck manufacturer.

But investor, Scania's controlling shareholder and the main vehicle for Sweden's Wallenberg business empire, has so far responded coolly.

Lex, Page 12



Kosovo Albanians gathered yesterday to defend the religious identity of the state against the secular supreme court and its judges. Page 4 AP

## Kosovo Albanians ready to sign deal, says Albright

By David Ruckman in Paris

Madeline Albright, US secretary of state, yesterday said the Kosovo Albanians seemed ready to sign a peace settlement after she intervened in the negotiations at the French chateau of Rambouillet and for the first time brought the two sides together for face-to-face talks.

The six-nation Contact Group of mediating countries gave the Serbs and Kosovo's ethnic Albanians one more week, until noon next Saturday, to reach agreement on a three-year interim autonomy arrangement for Kosovo within Yugoslavia.

The group, chaired by Robin Cook, the UK foreign minister, and Hubert Védrine, his French opposite, claimed the first week of negotiations had helped "clear

the ground". It called on both sides to agree "on the hard issues outstanding" in the remaining seven days.

"These are not conventional negotiations," Mrs Albright warned, because in the event of their failure next weekend "the threat of Nato air strikes remains real".

But a new incentive for agreement emerged yesterday at a meeting in Paris of the 15 European Union foreign ministers, who disclosed an international plan to help reconstruct Kosovo and resettle refugees with an aid programme of up to €500m (\$344.5m) over three years.

"We talked about the EU's contribution to implementing any agreement. For Europe what would be important is economic reconstruction and rehabilitation

of refugees," said Mr Cook.

Mrs Albright said the two sides faced "a fork in the road - with one path leading to disaster, chaos and further killing, and the other to a rational solution that will lead to peace and justice for all the people of Kosovo".

She was particularly blunt towards the Serbs, who she blamed for "the slowdown in the talks".

Serbian sources said her meeting early yesterday morning with Milan Milutinovic, the Serbian president, at Rambouillet, was "extremely unpleasant".

Mrs Albright underscored the Contact Group's emphasis on the need for full implementation of any accord reached at Rambouillet, saying that "an agreement without a strong international presence is not agreement at all".

## UN and Libya near deal on Lockerbie suspects

By Randa Khalaf and David Wighton in London

The United Nations and Libya yesterday appeared close to a deal on the handover of two Libyan suspects charged with the 1988 bombing of Pan Am flight 103 over Lockerbie, Scotland.

Western diplomats said a UN legal team was drawing up papers that would put in writing an understanding reached by South African and Saudi mediators who recently held talks with Libyan leader Muammar Gaddafi.

Under the deal, the two men would stand trial in the Netherlands under Scottish law, but would serve out any prison sentence in Scotland if found guilty over the air disaster, in which 270 people died. In return, trade sanctions against Libya would end.

Persuading Mr Gaddafi to hand over Abdel Basset Ali Mohamed al-Megrahi and Lamen Khalifa Fhimah has been so fraught that

the US and Britain have been careful not to show over-optimism.

But Robin Cook, UK foreign secretary, was upbeat yesterday. "It has been seven months of hard effort, but at last it looks as if we could be approaching the endgame," he said.

A British proposal to allow a United Nations observer to monitor the prisoners while in Scotland, so they are not interrogated by British or US officials, appears

to have broken the deadlock.

Mr Cook said he had asked Kofi Annan, the United Nations secretary general, to "nail down" the assurances offered by Mr Gaddafi to Nelson Mandela, the South African president, who has taken the lead in mediating an agreement.

A South African official announced at the weekend that outstanding sticking points over the surrender of the two suspects had been resolved. Mr Gaddafi

wrote to Mr Mandela, accepting the terms of the deal, but Kofi Annan, UN Secretary General, is expected to write to Mr Gaddafi asking for confirmation.

Mr Gaddafi has been given assurances that UN sanctions, which would be suspended once the two intelligence officers are surrendered, would not be reinstated without a new UN security council resolution.

Cracks in sanctions, Page 4

## Senators urge Starr to drop new plan to prosecute Clinton

By Richard Wolff in Washington

Senior Republican and Democratic senators joined forces yesterday to urge Kenneth Starr, the independent counsel, to drop any plans for a criminal prosecution of President Bill Clinton.

Mr Starr is reported to be considering an indictment of the president - on charges of perjury and obstruction of justice to cover up the Monica Lewinsky affair - before Mr Clinton leaves office in January 2001. The president was acquitted of similar charges in the impeachment trial last week.

However, senators of both main parties called for an end to the prosecution of the president to restore public confidence in the political process. Mr Starr still has the option of prosecuting the president after he leaves office even if he does not indict him in the next two years.

John McCain, the Republican senator for Arizona and a presidential contender for the 2000 elections, said it was time to concentrate on issues such as reforming the social security system of public pensions.

"There is an overwhelming desire on the part of the American people and the Congress to move out of this situation that we've been in," he said in an interview with NBC television. "I

can't pretend to tell Mr Starr what his legal options are, but from a pure political standpoint, it is time to move on."

His comments were echoed by Joseph Lieberman, the influential Democratic senator for Connecticut, who yesterday appealed for "a little bit of space free of impeachment and prosecution."

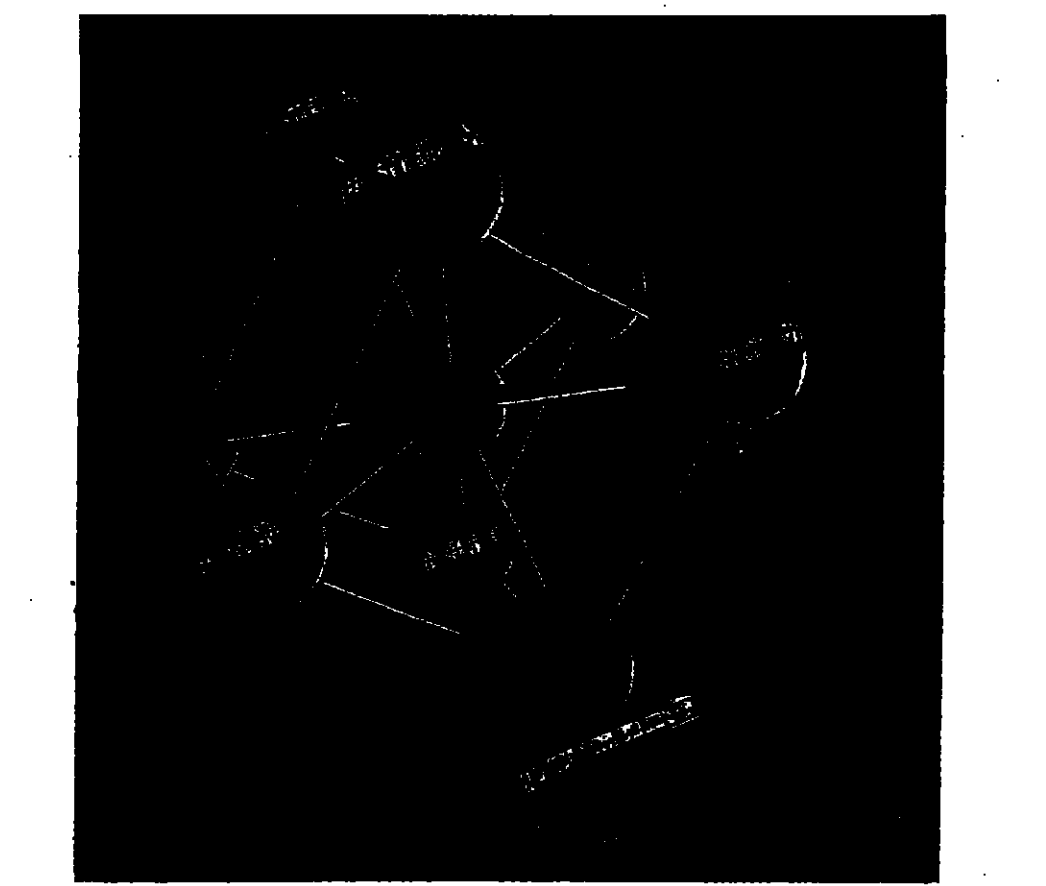
"There is no question that the independent counsel has the power to prosecute the president, but having come through this trauma, I certainly hope that if that is on his mind he does not do it while President Bill Clinton is still our president," he told CBS television.

Republican leaders appear determined to erase their image as the president's prosecutors.

Trent Lott, leader of the Republican majority in the Senate, insisted his party "must move forward now on the people's business". In his weekly radio address Mr Lott said: "With all the attention given to the trial, you might have missed what else has been going on here in the Senate."

Meanwhile, some Democrats are determined to fight the renewal of the independent counsel law, which governs the powers and appointment of prosecutors such as Mr Starr.

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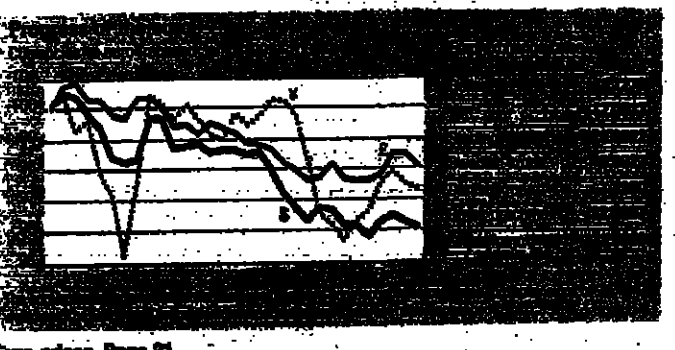
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France	119.00	UK	118.00	Sweden	117.00
Japan	116.00	Canada	115.00	Australia	114.00
South Africa	113.00	India	112.00	China	111.00
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## WORLD NEWS

SPD-GREEN DISPUTE TRITTIN ACCUSES SCHRODER OF ABANDONING POLICY AGREEMENTS AND AIRING DISPUTES IN PUBLIC

## German coalition suffers fresh tensions

By Tony Barber in Frankfurt

Fresh tensions broke out in Germany's centre-left coalition government at the weekend when Chancellor Gerhard Schröder was accused by one of his ministers of abandoning policy agreements and airing disputes in public.

Jürgen Trittin, the Greens environment minister, made his criticisms of the chancellor two days after the Social Democratic finance minister, Oskar Lafontaine, acknowledged the government was

experiencing what he called "co-ordination problems" at all levels.

The SPD-led government has been in shock since an election defeat in the state of Hesse last week caused it to lose control of the Bundestag, the upper house of parliament, whose approval is necessary for more than half of all legislation.

Mr Schröder, the first SPD chancellor since 1982, angered his junior coalition colleagues from the Greens party by blaming the election defeat on what

he called the Greens' preoccupation with minority issues.

One Greens leader, Antje Radke, called Mr Schröder's remarks "totally out of order".

Mr Trittin, who recently received a public rebuke from the chancellor for pushing his anti-nuclear views too far, said it was not surprising that the government faced difficulties when Mr Schröder dropped policies agreed between the Greens and the SPD.

"When agreements have a

half-life of just a few hours, it is hard to lead a coalition successfully," Mr Trittin said, commenting that both parties were being damaged by their tendency to bicker in public.

Opposition politicians and political commentators said Mr Trittin's remarks compounded the impression of squabbling, dithering and disarray in a government that was torn between inexperienced moderates led by Mr Schröder and hardheads from the SPD's left wing and the Greens.

Mr Lafontaine, the SPD chairman who lost out to Mr Schröder last year in the race to become chancellor, said last week he bore no personal animosity towards his colleague.

At the same time, however, he is said to have complained to SPD deputies that he found it hard to co-ordinate policy when he only learnt of Mr Schröder's decisions from newspapers.

Seeking to exploit the tensions between the chancellor and the Greens, the opposi-

tion liberal Free Democrats offered to help pass government legislation in the Bundestag as long as it was inspired by "sensible" forces in the SPD.

The Free Democrats suggested the government should revise its plans to abolish nuclear power, limit changes to Germany's citizenship laws and introduce pro-business tax policies.

However, SPD officials said they had no intention of abandoning the alliance with the Greens.

## Greece to purchase European jet fighter

By Kerin Hope in Athens

Greece's Finance Ministry has approved the purchase of 60-80 Eurofighters but rejected a Defence Ministry proposal to buy US and French military aircraft because it could derail the country's effort to qualify for membership of the euro.

Officials said the Eurofighter deal amounted to about \$4bn, but payment would be spread over a 15-year period after 2002, when the country is due to receive the first aircraft.

Greece is to join the consortium of aerospace manufacturers from the UK, Germany, Italy and Spain that is building the Eurofighter, and will produce parts at Hellenic Aerospace, a state-owned defence facility.

To cover the gap before the Eurofighters' arrival, the Defence Ministry had proposed buying up to 60 military aircraft from US and French manufacturers, which have traditionally supplied the Greek air force.

But these plans were rejected for fear they would lead to excessive spending overruns. If the proposal had been adopted, the budget deficit would have risen above the 3 per cent of gross domestic product requirement for euro membership in 2001, a Finance Ministry official said.

He added the Eurofighter purchase would not affect Greece's convergence effort because of the delayed timetable for payment.

The ministry has come under pressure from the nationalist faction in Greece's governing Socialist party to relax constraints on defence spending because of a perceived threat from Turkey in the Aegean Sea.

The Defence Ministry proposal covered purchases of F16-H aircraft made by Boeing, Lockheed Martin's F16-Block 50 aircraft, and Mirage 2000s made by Dassault of France. Total spending would have amounted to Dr1,200bn (\$4.2bn), almost three times the Dr400bn allocation for the air force under Greece's defence procurement programme.

The Dr4,000bn programme to upgrade the armed forces over the next five years covers purchases of missiles, warships, aircraft and tanks. If the second aircraft deal had gone ahead, army and navy procurements would have had to be cut.

Akis Tsochatzopoulos, defence minister, is expected to submit a revised proposal to buy a limited number of F-16 and Mirage 2000 aircraft.

## Power shake-up energises EU price competition

Andrew Taylor on the likely effects as barriers fall across Europe from Friday

A new light dawns for European Union electricity customers, generators, distributors and suppliers on Friday when power markets in 12 EU countries are due to open for competition.

From February 19 industrial and commercial customers using more than 40,000MWh a year must be allowed to move to a power supplier other than their current regional or national monopoly company.

The prospect of competition has prompted sharp falls in European wholesale electricity prices, particularly in Germany, helped by lower natural gas prices. But there remain big variations in retail prices, reflecting energy, social and taxation policies of individual countries (see chart).

These price differentials can be expected to narrow as competition grows and industrial companies increase pressure on suppliers and national authorities to reduce energy costs in line with rivals in other European countries.

The siting of heavy, energy-intensive processes such as paper making will be determined increasingly by where energy costs are cheapest.

The new competition rules affect several thousand large companies, accounting for more than 26 per cent of EU electricity demand. Many countries, however, have gone further. According to the European Commission, the EU's executive arm,

## Electricity liberalisation

some 60 per cent of EU power markets will be open to competition by the time the directive comes into force on Friday.

Power markets in Scandinavia and Britain, largely open to competition for several years already, have now been joined by other large markets such as Spain and Germany. Greece and Ireland have been allowed to delay implementing the directive for two years but Belgium, which had been given a 12-month dispensation, has decided not to wait.

Introduction of the directive has prompted a surge in cross-border acquisitions, joint ventures and strategic stake building.

EDF, the French state-owned power monopoly, has bought London Electricity, the UK capital's supplier, in a deal worth \$3.2bn - the largest such purchase to date. Inmatron Volms (IVO), the Finnish power group, used its Swedish subsidiary, Gullspang Kraft, to purchase Stockholm Energi in a deal worth \$1.95bn.

US-style power trading markets, offering spot and future contracts, are being developed to meet the increasingly sophisticated power demands of European customers. The new Amsterdam Power Exchange is due

to launch an online service on Friday. A day-ahead spot market is expected to start on May 1.

Nord Pool, the Scandinavian electricity house, will begin trading in euros next Monday, reflecting a growing international interest in this already active market.

There is, however, a big difference between technically allowing customer choice and actual competition. Recent attempts to change suppliers in Germany have resulted in disputes with regional transmission companies, which under the country's 1998 energy law must allow rival suppliers non-discriminatory access to grids.

Attempts by Elektromark and Energie Baden-Württemberg to block electricity contracts won by Enron, the US energy group, and Watt, a

Swiss-based power company, failed after intervention by the German cartel office.

The EU directive allows great flexibility in how countries respond to competition. EDF, for example, will continue to own the national transmission network, although this will be managed separately from its supply business. Transmission prices will be strictly regulated.

The cost of transmission will be crucial to encouraging competition, as will decisions on how best to compensate former monopolies for uneconomic investments made as a result of previous government policies.

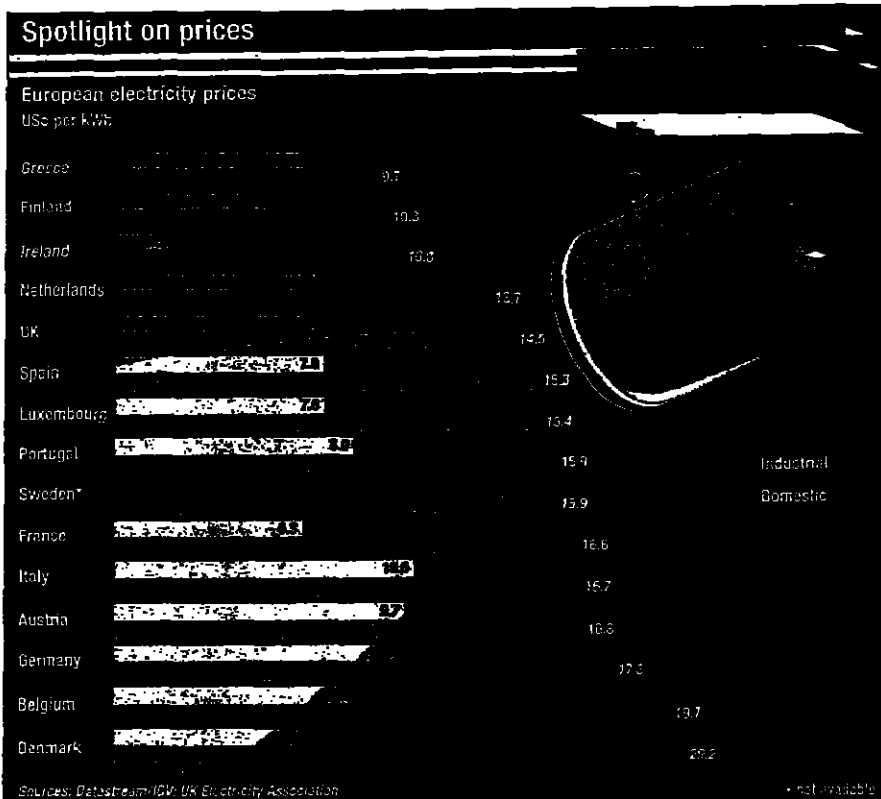
Plans by Spain to deal with these so-called stranded costs have already led to complaints of unfair competition from companies seeking to break into the Spanish

market. The Commission is not expected to rule on country plans for stranded costs until later this year.

The directive triggered on Friday is part of a series of EU moves to promote competition in the energy sector. Electricity customers using 20,000MWh will be able to switch suppliers next year, with the threshold falling to 9,000MWh in 2003. Phased competition in gas markets starts next year.

Large oil and gas companies are investigating electricity supply opportunities as they search for higher-margin downstream activities. However, the biggest pressure for change, say EU energy officials, will come from customers demanding lower prices.

Tomorrow, France steps cautiously towards an open electricity market.



## Russian PM opposes Yeltsin quitting early

By John Thornhill in Moscow

Yevgeny Primakov, Russia's prime minister, has condemned the "evil intent" of those trying to drive a wedge between himself and President Boris Yeltsin and appealed for political stability to help the country claw its way out of economic crisis.

"I am categorically against the president quitting before his defined constitutional period," Mr Primakov said. "It is essential for the stability of society and for the conduct of the forthcoming elections."

The premier's public display of loyalty to the ailing Mr Yeltsin contrasted

sharply with the views of many of the 150 members of the Council on Foreign and Defence Policy, who met the prime minister at the weekend. A discussion paper drawn up for the meeting of the independent think-tank, which includes a broad cross-section of the political establishment, urged Mr Yeltsin to quit before his term expired in the summer of next year.

In his speech to the council, Mr Primakov said his government was still searching for ways to haul Russia out of its financial crisis. But he expressed confidence that it could strike a critical deal with the International Monetary Fund.

He said the government was now targeting a primary budget surplus (before interest payments) of 2.3 per cent of gross domestic product - compared with the 1.7 per cent pencilled into the draft budget - in an attempt to satisfy the IMF's demands. But he said it was impossible to run a 4 per cent primary budget surplus as recommended by the IMF.

"We are doing everything possible to meet the IMF's demands where possible... They are demanding more, but we cannot manage it," Mr Primakov said.

Mr Primakov said a deal with the IMF would help clear the way for the release of World Bank loans and a bilateral credit from Japan.

## Private banks respond to fierce rivalry

By George Graham

Fiercer competition has sounded the alarm in the once-sleepy world of Europe's private banking industry, forcing financial institutions to shake up their businesses.

An annual survey of the sector conducted by PwC, the accountants and management consultancy, found that 82 per cent of the 108 private banks questioned plan significant operational changes to cope with intense competition. Another 14 per cent go further and plan a fundamental change in strategy and positioning.

"Because the industry has become more competitive, you are left with winners and losers, and that is going to lead to more consolidation," said Ian Woodhouse, the PwC partner who conducted the survey.

Private banking, or the provision of wealth management services to rich individuals, has been an attractive target for banks in recent years. In Europe alone an estimated \$6,000bn is held by people with more than \$1m of investable assets, offering banks the prospect of growing revenues with less volatility and less capital required than, say, investment banking.

More than half the chief executives questioned by PwC expect revenue growth in excess of 16 per cent this year, with banks managing more than \$50bn of client assets the most optimistic.

But new competitors such as US investment banks have made the market

tougher, and new customers are demanding better investment performance than the "old money" families which still make up the largest segment of clients.

Banks responding to the PwC survey said "new money" active investors now made up about 28 per cent of their clients, but they expected that percentage to rise to 38 per cent in five years.

Banks were now paying more attention to their costs, with most concentrating on reducing expenses by investing in IT and by managing staff costs. But Mr Woodhouse said the survey had revealed wide variations in costs and profitability.

"There are people who are making good money, there are people who are making not bad money and there are people who are making lousy money in a business where they should be making good money."

Medium-sized players, managing \$100m-\$500m of client assets, are most concerned about the effectiveness of their investment management. More banks - including Coutts, the private banking unit of National Westminster Bank - are now deciding to outsource investment management.

Among offshore private banking centres, chief executives expect Switzerland and the Caribbean to gain in importance as a result of efforts to curb offshore centres within the EU. Dublin is also gaining from aggressive efforts to attract business. Jersey, Guernsey and Luxembourg are expected to decline in significance.

## NEWS DIGEST

## GERMAN WAGE NEGOTIATIONS

## IG Metall accepts plan for pay dispute mediation

Germany's biggest trade union, IG Metall, yesterday accepted a proposal from employers in the metal and electrical industry for mediation in a pay dispute that was threatening to develop into an all-out strike.

The union's national leadership applied a degree of pressure on the employers by ordering a ballot of its members in the key industrial state of Baden-Württemberg on whether to go on strike from March 1. However, perhaps more significantly, IG Metall leaders decided at a meeting in Frankfurt not to call strike ballots in any other states for the time being, despite appeals from local union officials.

The union's acceptance of mediation is the first step to resolving a conflict that the centre-left German government fears could not only disrupt the economy but shatter its plans to bring together employers and workers in a common struggle against unemployment.

Talks on IG Metall's annual wage contract broke down last Tuesday after the union rejected an offer of a 2.3 per cent pay increase, plus 0.5 per cent extra from companies able to afford it. The union, which represents 3.4m workers, was holding out in public for 6.5 per cent but had signalled it would accept less. Tony Barber, Frankfurt. Lex Columnist, Page 12

## FUGITIVE SAUDI DISSIDENT

## Osama bin Laden 'missing'

The supreme leader of Afghanistan's Taliban regime yesterday said that Osama bin Laden, the Saudi dissident, had gone missing with 10 guards, but he denied the Islamic militia had bowed to US pressure and asked him to leave the country.

"We had not ordered Osama to leave Afghanistan and had advised him not to use Afghanistan [as a base for attacks] against other countries. Now Osama has disappeared and we do not know where he has gone," Mullah Mohammad Omar told a news conference broadcast on Taliban radio.

Washington has made veiled threats to attack Afghanistan again if Mr bin Laden is not handed over or extradited to face charges of masterminding August's bombing of US embassies in Kenya and Tanzania, in which 250 people died. Reuters, Kabul

## DUMPING CHARGES

## Nippon Steel attacks US

Nippon Steel, Japan's largest steel company, has sharply criticised the US Commerce Department's decision to apply dumping margins on Japanese steel shipments at the weekend, calling the ruling "regrettable" and baseless.

Japanese steelmakers are facing mounting losses as a result of the collapse in domestic demand and the contraction in export volumes since last November. US steelmakers accused Japan of dumping hot-rolled steel products on the US market last September, and are expected to expand their charges to cut-to-length steel plate following last week's preliminary US ruling.

Nippon Steel said it had fully co-operated with the Commerce Department "in spite of the fact that there was no basis to dumping charges". The statement reflects sentiment within the Japan Iron and Steel Federation, the industry association, that the anti-dumping charges are politically motivated and unfair. Alexandra Harney, Tokyo

## TEHRAN SHOOTING

## Deutsche Bank official killed

The head of Deutsche Bank's office in Tehran was shot dead at the weekend after being taken hostage by a gunman on the run from police, according to the official Islamic Republic News Agency. A government official said yesterday that the gunman, who belonged to a criminal group, was subsequently killed in a shoot-out with police, one of whom also died.

Relations between Germany and Iran are already strained by the murders of Kurdish political dissidents in Berlin, for which a German court two years ago implicated senior Iranian officials. They deteriorated still further last year when a German businessman was sentenced to death by an Iranian court following an alleged affair with a Muslim woman, Robin Allen, Dubai

## THREE GORGES DAM

## Local resentment increases

Local resentment about the construction of China's Three Gorges Dam has surfaced in a series of petitions to Beijing complaining about the resettlement process caused by construction of the world's largest hydroelectric plant, according to International Rivers Network, the campaign group. The petitions, filed on behalf of about 10,000 people, are further evidence of discontent over the huge project on the Yangtze river, which will create a huge lake and force the relocation of about 1.2m people.

The Chinese government has reported that the resettlement programme has been "progressing smoothly". The petition letters submitted on behalf of residents from Gaoyang township over the last two years suggest widespread dissatisfaction, particularly with the corruption and incompetence that has surrounded the resettlement process. James Harding, Shanghai

## INTELLECTUAL PROPERTY ORGANISATION

## Patent applications leap

The number of international patent applications filed with the World Intellectual Property Organisation (WIPO) leapt by nearly a quarter last year to 67,007, with rising numbers of applications from developing countries. Under WIPO's Patent Co-operation Treaty, companies and inventors can seek patent protection in 98 states with a single filing. Applications filed in 1998 were equivalent to 4.8m national applications.

The US continues to account for the bulk of applications (42.3 per cent in 1998), followed by Germany (13.8 per cent), Japan (9.1 per cent), the UK (6.5 per cent) and France (5 per cent). However, inventors and industry in a number of poorer nations - including Brazil, Cuba, Indonesia, Poland, Turkey and Ukraine - are also making increasing use of the system. Frances Williams, Geneva

## CORRECTION

## Withholding tax

Members of the European Parliament did not vote in favour of reducing the proposed rate of withholding tax on interest from savings from 20 per cent to 15 per cent, as wrongly stated on February 11. They rejected the amendment but backed the main plan to harmonise savings taxes.

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SPRING LECTURE

## NEW DIRECTIONS IN FINANCIAL REGULATION

given by

Mr. Howard Davies

Executive Chairman, Financial Services Authority

The Spring Lecture will be held at 6.00pm Wednesday 3 March 1999  
in the New Hall, Lincoln's Inn, London WC2

This is a public lecture and the admission is free.

Any enquiries about the lecture should be made to

Mary Black, ChBA Administrator

on 0181-883-1700 or fax 0181-444-2388

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السنة من الجاهل





## INTERNATIONAL

## Ultra-Orthodox Jews in anti-secular rally

By Judy Dempsey in Jerusalem

Israel's ultra-Orthodox Jews yesterday rallied nearly 200,000 supporters to defend the religious identity of the state against the secular supreme court and its judges.

It was one of the largest demonstrations organised by the Haredim, ultra-Orthodox Jews, signalling their growing power under the government of Benjamin Netanyahu, the prime minister, but also their sense of siege as divisions between religious and secular

communities sharpen. The demonstrations touched on complex issues beginning to surface in Israel: the need for a written constitution and the debate over separation of the state and the faith.

As religious mothers and daughters kept their distance from the black-suited men and boys in Jerusalem's old central bus station, Haredim posters proclaimed: "No substitute for the Torah" - the holy scripture.

Not far away, near the heavily guarded supreme court, gathered a smaller

counter-demonstration organised by leftwing parties. It included liberal Orthodox Jews, but not Ehud Barak, the opposition Labour party leader, who stayed away.

Young and old said they believed the democratic institutions, especially the supreme court, were being threatened by the Haredim.

One poster showed a picture of the late Ayatollah Khomeini of Iran beside Rabbi Ovadia Yosef, spiritual leader of Shas, the ultra-Orthodox party in Mr Netanyahu's rightwing coalition

government. It asked: "What is the difference between them?"

The issue which galvanised support for the demonstrations was a verbal attack last week on Aharon Barak, supreme court head, by Rabbi Yosef. His utterances carry immense weight among the Sephardim - Jews from north Africa and the Middle East.

He said judges of the supreme court were "slaves who now rule us". Menachem Porush, chairman of United Torah Judaism, also in the coalition,

said the supreme court was "a judicial dictatorship".

Such criticism stemmed from recent decisions by the supreme court ruling that exemption from military service for students in the Yeshivot, or seminaries, was illegal, while shopping on the Sabbath in the kibbutzim, secular collective settlements, was allowed.

But the decision perceived by the Haredim as representing the greatest threat to Israel's religious identity was a ruling by a lower court.

Orthodox monopoly on conversions to Judaism was not legally tenable, thus paving the way for the participation of the reform and conservative strands of Judaism.

The Haredim recognise neither movement.

"The courts are trying to destroy the Jewish identity of our state," said Mira, a young religious woman.

"The courts defend our democracy," said Yaara, a young secular student, adding that she was about to serve her two-year military conscription while Haredim counterparts were exempt.

## High stakes in genetic accord talks

By Vanessa Houldier

The US has warned that hundreds of billions of dollars of agricultural trade could be at stake in a controversial international agreement on the safety of genetically modified organisms (GMOs), which enters its final round of negotiations in Colombia this week.

Representatives of 170 governments are meeting in Cartagena to thrash out the details of the biosafety protocol governing the movement of crops and other products made using biotechnology. The talks are taking place against a backdrop of intensifying public disquiet, particularly in Europe, about the health and environmental implications of genetically modified crops.

The goal of the protocol is to cut potential risks of movement across national boundaries of GMOs by introducing a system of permits and information sharing. But there are numerous conflicts about the scope and nature of the protocol which is due to be finalised by ministers early next week.

"The depth of disagreement is significant. The odds of reaching an agreement are 50/50 at best," said Rafe Pomerance, the US deputy assistant secretary of state for the environment.

A key issue is whether the protocol should be confined to GMOs (or "living modified organisms" as they are known in the protocol) or whether it should include products derived from GMOs.

This option, which is backed by many developing countries, could have implications for a huge number of products ranging from corn oil to cotton socks.

The European Union is keen that the protocol should have a broad scope, with some exceptions such as pharmaceuticals. It is anxious to include agricultural commodities because of fears they may present health risks.

The EU is at loggerheads with the US, which believes such a broad definition would interfere with trade and extend beyond the original mandate of the protocol,

which is focused on biodiversity rather than health.

The US and other big exporters of agricultural products are particularly worried about a plan to extend the scope of the protocol to every shipment of GM products, which they think could make the system unworkably complex. Providing detailed information on every shipment of wheat, possibly containing 30 different GMOs, is an extraordinarily difficult and impractical thing to do, says John Herity, director of Canada's Biodiversity Convention Office.

Another highly contentious issue is the desire by some developing countries to cite social and economic factors as potential grounds for refusing shipments of GMOs. This proposal, contested by most developed countries, stems from fears about loss of income as genetically engineered crops replace traditional farming methods.

There is also discord on an attempt by several African countries to require countries that export GMOs to assume liability for economic consequences of mistakes.

One reason why the negotiations are expected to be so difficult is that each issue brings together a different coalition of countries. On some matters, developing countries which are large exporters of agricultural commodities have lined up with the US, the largest producer of GMOs.

Despite the high profile of the US, it cannot play a formal role in the talks because it has not ratified the Convention on Biological Diversity, the United Nations treaty signed in 1992, which includes the biosafety protocol.

Although the EU and US are highly active participants in the talks, the protocol will not have direct impact on trade between them because they have already have domestic regimes governing GMOs in place.

The talks are the subject of intensive lobbying from the biotechnology industry, which fears severe disruption to exports.

## Mondex reaches Japanese smart card deal

By James Mackintosh

Mondex International, the Mastercard International-controlled electronic commerce business, will today announce a deal to introduce its smart cards and digital cash cards in Japan.

The deal with JCB, the country's largest credit card issuer, and Sanwa Bank will come as a blow to both Visa and NTT, the Japanese telecoms provider.

Visa is pushing its Visa Cash product, which has around 100,000 cards in operation in Japan, while NTT offers a domestic Japanese electronic cash card.

Electronic cash, stored on a smart card where the magnetic stripe is replaced with a microchip, is expected to play a big part in the decline in use of cash over the next decade. But it has yet to take off in a big way and in most countries is still being tested.

The JCB and Sanwa deals confirm the trend for large banks to adopt Mondex's MultIOS multi-application format for their smart cards, but the standard for digital cash is still far from decided.

Mondex is fighting several large organisations, including Visa and Belgium's Proton, which have teamed up to develop a common standard.

Mondex received a blow in September when Europay, Mastercard's European partner, endorsed the German Geld Karte instead, and American Express - which has adopted MultIOS - spurned Mondex's cash cards in favour of Proton's. The Belgian company has issued more cash cards than any other group.

Mondex said it had been negotiating with Japanese banks for four years. "The addition of this important G7 economy strengthens Mondex's position as the only global electronic cash product," said Michael Keegan, Mondex chief executive. "No other electronic cash system can now match our presence in so many of the world's major financial markets."

Mondex still has no franchises in Italy or in Germany, where Geld Karte is believed to be fighting hard to keep them out.

The JCB deal puts Mondex in a strong position to fight Visa, as it is already linked with Discover, the US credit card brand.

Sanwa will take an equity stake in Mondex and JCB is expected to follow in a deal understood to be in the low tens of millions of pounds. JCB will replace its 15m multi-function credit, debit and loyalty cards with smart cards to which it will add Mondex electronic cash over the next two to three years.



## Eritreans hail gunship downing

Eritreans gathered to celebrate at Asmara airport yesterday (picture, left) after an Ethiopian helicopter was reported to have been shot down, Reuters reports from Addis Ababa.

But Ethiopia said it inflicted heavy casualties on Eritrea in fresh fighting on a new front south-west of the strategic Red Sea port of Assab.

Eritrea said it shot down an Ethiopian Mi-24 helicopter gunship over the front line, killing the crew. Ethiopia later acknowledged the report. Both sides blamed the other for starting yesterday's fighting, which broadens one of the few African conflicts in which two nations are contesting a front line using conventional armies. An Eritrean government spokesman said the attack started with a big Ethiopian bombardment.

HORMONE-TREATED MEAT WASHINGTON OFFERS TO LABEL ITS EXPORTS TO SHOW COUNTRY OF ORIGIN

## US plan to resolve beef trade dispute

By Guy de Jonquieres

The US has proposed that all its exports of beef and beef products to the European Union should be labelled to show their national origin, in an effort to resolve the trade dispute over the EU's ban on meat treated with hormones.

This is the first time the US has offered to accept mandatory labelling of its agricultural exports. The proposal is intended to encourage the EU to lift its ban by guaranteeing more information to consumers.

EU officials cautiously welcomed the offer, by Charles Barshefsky, US trade representative, and Dan Glickman, agriculture secretary, as a sign that Washington was prepared to seek an amicable compromise.

"It looks like an opening bid," one official said.

However, EU officials said a decision on any labelling scheme was likely to arouse fierce debate between authorities responsible for trade and for agriculture in the European Commission and the council of ministers.

They also said the US proposal was too limited to satisfy even EU supporters of labelling, because it did not envisage that labels should state clearly whether beef had been treated with hormones.

The EU has until May 13 to comply with a World Trade Organisation ruling last year, which upheld a US complaint that its 12-year-old ban on hormone-treated beef violated multilateral trade rules.

However, the Commission last week admitted that the EU would not be ready to

meet the May deadline and outlined three possible options, including a labelling scheme, for conforming with its WTO obligations.

Peter Scher, US special trade ambassador, called the Commission's options paper "positive". He said Washington's labelling offer, made to Sir Leon Brittan and Franz Fischler, Europe's trade and agriculture commissioners respectively, aimed to stop the hormones issue developing into a conflict even bigger than the current US-EU dispute over bananas.

The US has called for an

existing voluntary labelling scheme for certain beef exports to the EU to be made compulsory and expanded to cover all exports.

But EU officials said the proposal fell short of a recent suggestion by Stuart Eizenstat, US under-secretary of state, that labels should state explicitly that beef was hormone-treated.

They said EU trade policymakers were ready in principle to discuss a labelling scheme, but the idea faced strong opposition from agriculture authorities and European consumer groups.

## Libya softens on Lockerbie despite cracks in sanctions

By Mark Hubbard in Cairo

The international pressure on Libya to surrender the two men accused of masterminding the Lockerbie airliner bombing in 1988 has started to have an effect only since an increasing number of African leaders began flouting the United Nations ban on air links.

The Organisation of African Unity voted last June to ignore a flight ban imposed as part of the sanctions regime, which the US first launched in 1986. Colonel Muammar Gaddafi, the Libyan leader, has apparently softened his stance on the Lockerbie suspects in response to a decrease rather than an increase in his international isolation.

Economic sanctions on Libya were introduced with the passing of UN resolution 748 on March 31 1992. The sanctions followed the passing of UN resolution 731 two months earlier, which had demanded the extradition of the two men suspected of

involvement in the bombing of the PanAm aircraft, as well as demanding Libya's co-operation with a French investigation into the bombing of an aircraft of UTA, the French airline, in 1989.

The sanctions banned flights to Libya and imposed an arms embargo on the country. A review of the sanctions in April 1993 led to

the sale of equipment for use in downstream oil and gas sector operations.

All offices of Libyan Arab Airlines, the national carrier, were also to be closed, the sale or leasing of aircraft to Libya prohibited, the maintenance of its aircraft forbidden and the training of its personnel suspended.

Accompanying the UN

## The Organisation of African Unity

voted last June to ignore a flight ban, which is part of the sanctions regime

threats by the US, UK and France that tougher sanctions would be sought if Libya refused to comply. On December 1 1998, UN Security Council resolution 883 came into effect in response to Libyan non-compliance. The extended sanctions allowed for the freezing of Libyan assets abroad, with the exception of oil and gas earnings, and banned

sanctions imposed after the Lockerbie incident have been US sanctions first imposed on January 7 1986 and renewed at six-monthly intervals ever since. The US sanctions, imposed originally after the US accused Libya of harbouring members of the Palestinian Fatah Revolutionary Council led by Abu Nidal, led to the freezing of Libyan assets in

## Howard warning on E Timor independence

By Gwen Robinson in Sydney

John Howard, the Australian prime minister, yesterday warned of political and economic instability that could result from Indonesia's proposal to grant early independence to East Timor.

"A quickly independent Timor would be very vulnerable and very weak. There would be a lot of pressure on Australia to provide a lot of help," he said.

Mr Howard's remarks highlighted Canberra's alarm at Jakarta's policy reversal on East Timor, one of the archipelago's closest points to Australia.

B.J. Habibie, the Indonesian president, said last Thursday he would grant independence to East Timor from next January if Timor rejected his government's offer of autonomy. Australian officials, however, opposed the plan, warning that independence without a period of autonomy could trigger East Timor's "internal collapse".



John Howard: 'Timor would be very vulnerable and very weak'

and a wave of refugees to Australia. It would also put pressure on Canberra to provide aid and a peacekeeping force, and was an "enormous potential burden" for Australia, Mr Howard suggested. "We are dealing with a situation where, if there were quick independence for Timor, [Australia] could well be expected by the bulk of the international community

to carry the bulk of the aid... We would be willing to play our part but I want the Australian people to understand that it could be quite expensive."

Indonesia annexed the eastern half of Timor in 1976, declaring the former Portuguese colony its 27th province. Australia was the only western government to recognise Jakarta's claim, defending its policy as a move to preserve relations with its largest neighbour.

In January, Canberra changed its East Timor policy from full support for Indonesian rule to calling for autonomy and, possibly, the longer-term option of independence. East Timorese independence activists condemned the Australian position. "It shows the Australian government doesn't believe our capacity to achieve peace and harmony," said Xanana Gusmao, the resistance leader who was moved last week from a Jakarta prison to house arrest.

## Thai bankruptcy law first step in legal overhaul

By Ted Barnardo in Bangkok

The huge political victory scored by the Thai government in getting a new specialised bankruptcy court approved by the country's appointed Senate is a crucial beginning to an overhaul of an antiquated legal system that has been the biggest obstacle to Thailand's economic recovery.

Quick passage of a workable bankruptcy court bill had been in doubt after a vocal minority of senators sought to delay establishment of the new court by two years and give it jurisdiction only over loans made after the onset of the country's economic crisis. Both amendments were defeated by large margins and the final bill passed by a vote of

103 to 3 at the end of last week.

Corporate Thailand is deeply in debt and only about half, or approximately B12,500bn (\$88bn), of outstanding loans are currently being serviced, a significant drag on a banking sector being exhorted to lend to stimulate the economy.

Bankers estimate as much as one-third of their bad debts are "strategic", with borrowers able to pay but refusing and hiding behind legal manoeuvres which prevent banks from pursuing their claims in court.

New streamlined legal procedures will shift the balance of power to creditors and quickly end such "strategic" non-payments as well as give debtors more incentives to pursue debt restruct-

uring deals with banks.

The importance of these legal reforms were underscored by the Thai stock market, which soared 11 per cent on the passage of the bankruptcy court bill, with shares of state-owned Krung Thai Bank, with the most bad debt of any Thai bank, rising nearly 30 per cent.

The government still has a lot of work to do. Four other bills related to bankruptcy and foreclosure procedures are pending in the Senate, including controversial moves to help enforce the "personal guarantees" that back many corporate loans. Yet the Senate's overwhelming support for the bankruptcy court bill augurs well for the fate of the remaining bills, analysts say.

The Senate introduced only minor amendments that are acceptable to the government, thus avoiding a potentially long delay while a joint House-Senate committee ironed out the differences. The new court could now be up and running as early as next month, officials say.

Legal reform "passed the House when people disputed that it would", says James Mitchell, Head of Research at Solomon Smith Barney in Bangkok.

"Now having disputed that it would pass the Senate and seeing themselves proved wrong, they will say it won't be implemented well. But the fact is, progress is being made."

"The government basically dictated the outcome."

The government's leverage in the Senate had earlier been questioned when the government promised the International Monetary Fund that it would pass the legal reforms by late last year.

This casual dismissal of the Senate's independence infuriated many Senators who otherwise supported the government's measures, said Saporn Kavitanon, a senator and secretary general of the government's Board of Investment.

"The Senate thinks it's independent and that no one can tell it what to do. The government realised this at a very late stage," said Mr Saporn.

"By and large when the government starts spending time to explain [why the

bills are needed] you will have a very good conclusion."

The removal of a specific deadline for passage of legal reform from the most recent agreement with the IMF was an important political move by the government even if the removal did raise the ire of some directors of the IMF, senators say.

Although the government will again let the Senate deliberate independently and is unlikely to get the remaining four bankruptcy and foreclosure bills passed by the end of the current parliamentary session next month, Fund officials say that more legislative progress such as that shown last week will probably be enough to satisfy Washington-based IMF directors.

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# Irish premier warns on N Ireland weapons

By John Murray Brown  
in Dublin

Bertie Ahern, the Irish prime minister, yesterday warned Sinn Féin, the political wing of the Irish republican army, that no Northern Ireland government would be set up without a resolution of the issue of paramilitary weapons.

The Irish leader was clarifying remarks he made in a newspaper interview in

which he appeared to endorse the pro-British Ulster Unionists' contention that Sinn Féin would be barred from the Northern Ireland assembly, the governing body for the province set up under the Good Friday peace agreement, if the IRA did not start to decommission its weapons.

The Sunday Times, the UK newspaper, yesterday quoted Mr. Ahern as saying: "Decommissioning is one

form or another has to happen. It is not compatible with being a part of a government and part of an executive, if there is not at least a commitment of decommissioning."

Sinn Féin reacted angrily to the reports, warning of a "crisis" in the peace process. Mitchell McLaughlin, the party president, said the suggestion "was clearly outside the Good Friday agreement". Mr. Ahern said last night

the Irish government's position had not changed. "That does not remove the pressure on paramilitary groups on the decommissioning issue. We have to find a resolution, otherwise we will not get a working executive operating."

The row comes on the eve of today's meeting of the Northern Ireland assembly, which is set to ratify the governmental structures agreed by the parties before

Christmas. The proposals for 10 ministries and six cross-border bodies to implement policy in co-operation with the Irish Republic are expected to be approved.

If ratified, it will be up to Mo Mowlam, the Northern Ireland secretary, to trigger the formation of the executive, although she has indicated she will not move without unionist support.

David Trimble, Ulster Unionist leader and the

province's first minister, said: "It's time for [the republican movement] to face up to their responsibilities and decide once and for all which is more important to them: the retention of paramilitary organisations or leaving them behind and coming into the political process."

The leaders can deliver... In refusing, they themselves are breaking the agreement."

Sinn Féin's chief negotiator, said last night the Irish government had made clear Sinn Féin could not be barred from the executive.

But last night, Mr. Ahern's spokesman said the Irish government believed it "unreasonable to expect the executive could be formed without an understanding of how the implementation of the decommissioning part of the agreement would be taken forward".

## Forecast calls for more rate cuts to halt downturn

By Peter Marsh in London

The UK is already technically in a recession and further cuts in interest rates will be needed in the next few months to stave off a prolonged decline, according to London Business School and Oxford Economic Forecasting in a report published today.

The assessment adds to gloom surrounding the UK economy, which prompted the Bank of England's monetary policy committee this month to bring down borrowing rates to 5.5 per cent - the lowest since 1994.

However, the business school and the OEF consultancy believe cuts to 5 per cent will be needed by summer if economic activity is not to slide further.

The report warns of a sharp fall in consumer confidence over the next few months, triggered by large rises in unemployment as companies cut costs. That is likely to be a reaction to a recent large rise in borrowing rates, partly to finance hefty stocks of unsold goods.

The report says Gordon Brown, the chancellor, is unlikely to take much direct action in his Budget on March 9 to arrest the economic slide. It believes the Budget will be "broadly neutral" in adding or subtracting money from the economy through the tax system.

The report forecasts gross domestic product will rise 0.4 per cent this year and 1.9 per cent next year. The LBS/OEF team believes public finances will show a surplus of about £7bn (\$11.5bn) this year. However, the government may have to borrow to fund public spending over the next few years if the fall is worse than expected.

This year, GDP is likely to fall slightly in each of the first two quarters, the report says, satisfying the technical requirement for a recession, but with growth expected from the third quarter.

## Aid to inward investors may be paid in euros

By Kevin Brown,  
Industry Editor

The government is telling overseas companies thinking of investing in Britain that it is prepared to denominate regional selective assistance grants in euros rather than sterling.

The move involves the government taking the exchange rate risk between the date of agreement on euro subsidies and payment of the funds.

The Invest in Britain Bureau, the Department of Trade and Industry agency that markets the UK to potential inward investors, is understood to be negotiating with several companies that are thought likely to seek payment in euros.

"If a company so chooses, and it is managing its own investments on a euro basis, we want to be able to accommodate them financially. It is all part of the government moving to active preparation for the euro," said Andrew Fraser, head of the bureau. "The disclosure comes as the government prepares to publish a national change-over plan setting out the practical steps needed if UK membership of the euro is approved in a referendum. Opponents of early British membership will see it as part of an attempt to prepare the ground for membership."

"We have no objection to people using the euro, but the government is wrong to encourage people down this route by transferring the risk to the taxpayer," said Francis Maude, shadow chancellor. "This is part of a pattern developing where the Blair government is using taxpayers' money as a subsidy to try to create a false sense that UK entry into the euro is somehow inevitable."

The European Movement, which last year co-ordinated a statement by 114 leading business people calling for early UK membership of the euro, said the DTI's move to denominate grants in euros showed that it was concerned about the risks of remaining out of the system.

The DTI has not yet decided how to manage the exchange risk associated with euro payments, which could be substantial if large numbers of inward investors choose to receive grants in euros. The budget for RSA is £267m this year. The DTI is understood to be ready to pay much of the budget in euros if that is necessary to attract internationally mobile projects.

Ministers are understood to have acted because of concerns that being outside the euro system would hamper efforts to compete for US and Asian projects.

## Private sector helps embassies fill 'knowledge gap'

A scheme that places executives in diplomatic postings to lift exports is gathering momentum as it enters its second year. David Buchan reports

Rob Curwen says it is the nicest possible way. The diplomats who are temporarily his colleagues at the British embassy in Oslo "have a knowledge gap about the Norwegian oil and gas industry".

He says they have good general expertise on the sector, "but it is simply not detailed enough to really help British companies bid for opportunities here".

Mr. Curwen, an engineer for Brown & Root, the oil and gas contractor, is just finishing a six-month secondment to the embassy. So he is well-qualified to detect, and fill, the knowledge gap. Nor is the embassy trying to cover up this gap, because it has asked the Foreign Office for someone from its new short term business attachment scheme.

As the scheme goes into its second year, "privatisation" of Britain's export promotion proceeds apace. When Robin Cook, the foreign secretary, launched the idea in July 1997, his officials say they reckoned on secondment about eight people a year from private sector to posts abroad for spells of three to six months. After a year of operating the scheme at full steam, they have 20 placements completed or still running, and hope for slightly more in 1998-2000.

It rivals a scheme started under the Conservatives, which takes private sector

experts into UK embassies for attachments of a year. Shorter-term attachments are more popular with business people who, according to one official, "generally don't want to take so much time out of the loop".

The joint export promotion directorate, run by the Foreign Office and the Department of Trade and Industry, says about 100 companies, a rough cross-section of Britain's top 200, have expressed interest in the scheme, with about 30 actively participating.

Participation is not free. The seconded business executives stay on their companies' payroll, with the government paying all their "in-country" expenses, plus a portion of their salary. In return, the executives say they benefit from the direct experience of how embassies operate, better access to foreign officials and business that UK diplomats often get, and from a broader perspective than is possible when working for a company.

It has not always worked out that way. One of the first to go out under the scheme was a banker from HSBC, the banking group, who arrived at the Belgrade embassy only to find the west starting to tighten economic and credit sanctions on Yugoslavia again, therefore making his job pointless. Nor did south-east Asia seem very promising when



Rob Curwen: giving diplomats detailed business knowledge Scapix

Rolf Soderstrom, a British corporate finance specialist with PwC, arrived at the Bangkok embassy in May. But he focused on privatisation opportunities for UK business just as the Thai government started to turn to privatisation as a way out of its troubles. Mr. Soderstrom says he appreciated the access that being a representative of a government with no particular agenda except promoting UK commercial expertise gave him to everyone, all the way up to ministers, in Thailand.

Having finished his seven-month secondment last year, he is back in Bangkok to try to use his experience and contacts to win privatisation business for PwC.

He acknowledges this could appear to be using public services for private gain, but insists no such conflict of interest has arisen because none of the privatisation contracts discussed while at the Bangkok embassy have yet come to fruition.

The scheme's organisers acknowledge the conflict of

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# INSIDE TRACK

PROFILE SERGIO MARCHIONNE, ALUSUISSE LONZA

## Have skills, will manage

Trying to make a success of a controversial merger holds no fears for the ambitious chief executive of the Swiss multinational, writes William Hall

It is 7.30am on a Sunday in Davos, the Swiss ski resort, and temptation is in the air. The sun is shining after a heavy snowfall and Davos's 350km of perfectly groomed ski pistes are beckoning business leaders after three days of brainstorming at Davos's annual World Economic Forum.

But not Sergio Marchionne, chief executive of Alusuisse Lonza Group. It is the first time the Italian/Canadian manager has attended the forum and he is obviously enjoying the heady cocktail of big ideas and high-powered networking.

As he takes breakfast, Flavio Cotti, Switzerland's foreign minister, and Pascal Couchepin, the Swiss economy minister, pause to chat, as does Romano Prodi, the former Italian prime minister.

Mr Marchionne is a new chief executive in a hurry to make his mark. Five years ago he was chief financial officer of Lawson Mardon, a medium-sized, highly geared Canadian packaging company. Today he is chief executive of Alusuisse, a century-old Swiss multinational, and charged with making a success of a controversial cross-border merger with Viag, a German conglomerate, nearly four times Alusuisse's size.

Mr Marchionne's big love in life, apart from opera and his

family, is big business. At Alusuisse he set himself the target of doubling group sales within five years to SFr15bn (\$6.8bn). However, less than two years after he set that target it has been rendered obsolete by the much bigger targets he has helped set following the Viag merger.

As deputy chief executive of an enlarged group employing 127,000 and with two core businesses – utilities (electricity and telecommunications) and industrial operations (aluminium, packaging and chemicals) – he will shoulder most of the responsibility for boosting operating margins from 8 per cent to 13 per cent, and generating double-digit earnings growth over the next five years.

Viag is counting on Mr Marchionne's untested skills as an industrial manager to improve dramatically its returns on a motley collection of underperforming industrial assets. They have long been subsidised by Viag's Bavarian power utility, which generates more electricity than all of Switzerland.

If Mr Marchionne, 46, can achieve his ambitious goals, then within five years he will almost certainly have taken over from Viag's Willy Simson, 60, as head of what will be Germany's sixth biggest industrial group, and proved himself as one of Europe's

premier industrial managers. But it is a big "if".

Despite Mr Marchionne's gift for communication, the merger has not gone down well with investors. Alusuisse shareholders are unhappy because they will own 35 per cent of a company heavily exposed to two new areas of uncertainty – nuclear power and a high-risk bet on telecoms. Viag's shareholders are upset because their company will become even more diversified and unfocused than before.

Although Viag's aluminium and packaging businesses neatly complement those of Alusuisse, Viag has several independently minded quoted subsidiaries, of which the biggest is SKW Trostberg. It is not as well run as Alusuisse's Lonza chemicals operation, yet it is the one bit of Viag's non-energy operations that will not fall under Mr Marchionne's control. Such loose ends raise questions about Mr Marchionne's ability to deliver the full benefits of the merger.

Scepticism about the merger also reflects the stock market's increasing disenchantment with big mergers and unfocused conglomerates. The rise and fall of former UK stock market stars, such as Hanson and BTR, has led to a distrust of executives claiming that management is a generic skill, and good managers can add

value by just being good managers.

But that is not the only reason. Alusuisse and Viag have had to bend the rules to make their merger acceptable. They are adopting more lenient US GAAP accounting rules to permit a pooling of interests without the need for hefty goodwill write-offs. They have also had to promise boardroom seats for Martin Ebner and Christoph Blocher, two Swiss investors who had built up big stakes in Alusuisse.

Swiss investors resent not being offered a takeover premium for ceding control of a famous Swiss blue chip to the Germans. But by bringing Mr Ebner and Mr Blocher on board, the promoters of the merger have defused the most serious source of potential Swiss opposition.

While the Daimler-Benz-Chrysler "merger of equals" is held up as the model for the Viag/Alusuisse merger, Mr Marchionne's critics prefer to cite the recent collapse of the proposed merger of Ciba and Glaxo, two Swiss specialty chemical companies. Both were based in Basle, operated in the same industry, shared similar histories, and their managements talked the same language. So why should Mr Marchionne, who has no experience of Viag's energy and telecoms businesses and does not speak German, succeed where they have failed?

Mr Marchionne is unphased by such questions. In his book, success hinges on the quality of the management rather than the type of assets being managed.

Allied Signal and General Electric in the US are two companies that exemplify his management approach. GE's Jack Welch is clearly his role model.

"You must look at us as a GE in development. Nobody is going to say that there is a Jack Welch sitting in the organisation maybe there is and maybe there isn't. The only thing that I do know is that our commitment to managing diversification is no different from GE's," says Mr Marchionne.

He argues that the stock market's distrust of diversification fails to take account of his management style. "If our businesses



### Essential guide to Sergio Marchionne

**Facts of life:** born Chieti, Italy, June 17 1952. Family emigrated to Canada 1966. Marchionne learnt English in 60 days and in six months had mastered rest of school curriculum. Motto of being "best in class" permeates whole approach to business, but does not yet extend to speaking German. Must try harder if he wants to make a hit with Viag's German troops. Canada days: trained as a barrister, solicitor and chartered accountant. University of Toronto (major in philosophy with minor in economics), University of Windsor (MBA), and Osgoode Hall Law School (LLB). Tax

specialist, Deloitte Touche, 1983-86; Lawson Mardon, packaging company, financial controller, 1986-89; executive vice-president, Glenac Industries, 1989-90; chief financial officer, 1990-92; returned to Lawson Mardon 1992 as chief financial officer. Lucky break: Alusuisse bought Lawson Mardon in January 1994 which led to Alusuisse's packaging boss, Frenchwoman Dominique Darnon, being appointed Alusuisse's CEO-in-waiting. However, within a year Ms Darnon had quit, and Georges Schorderet, Marchionne's only other rival, left

to be Swissair's chief financial officer. Chief executive since April 1997. Personal style: impatient, aggressive workaholic who has occasionally driven colleagues to tears. New managers are issued with a card listing the group's vision, culture and leadership. Favourite phrase: Maria Callas. Not only do her operas reverberate through Alusuisse's aluminium headquarters but so do her images in Alusuisse's 1997 annual report – "adding dimensions which are often forgotten and yet vital to the success of any enterprise: beauty, feeling and humanity".

cannot get to a 'best in class' position, they will be gone. That is the overriding principle. I don't care whether it impacts on packaging, aluminium or chemicals. The value of diversification is the fact that management has to be absolutely brutal in making those choices. Otherwise you cannot be committed to raising shareholder value on a continuous basis."

This sort of talk is music to the ears of Mr Ebner who has made life a misery for the managements of several poorly performing Swiss companies. Alusuisse Lonza used to be on the "brink of

ruin", says Mr Ebner. Today it is well run and has its eye set firmly on enhancing shareholder value, thanks to Mr Marchionne.

The compliment is returned by Mr Marchionne. "Let's be absolutely clear, he [Mr Ebner] bought in to a management style and philosophy," he says, referring to the rapid build-up of Mr Ebner's 21.8 per cent stake over the past year. "Has he forced us to do anything we would not have done? The answer is no. He has supported us fully and totally."

The potential for boardroom fireworks is nevertheless consid-

erable, especially if the vast cash-flow from Viag's energy business starts to dry up following the deregulation of the German electricity industry, or Viag's DM7bn (\$4bn) investment in telecoms fails to turn a profit by 2001.

Despite the stock market's negative reaction, Mr Marchionne remains bullish about a new company that has already been nicknamed Viagira by some cynics. "Perhaps we have been poor in conveying the brilliance of this deal. It is a phenomenal industrial deal in terms of strengthening what we have. There is no match like it anywhere."

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LUCY KELLAWAY

## Step by step to success

Undeterred by numerous falls a child eventually learns to walk. A new management philosophy urges the same 'can do' approach

Welcome to The Walko. At last, here is hope for us negative types, who never set goals, who avoid challenges, and who trundle along hoping for the best. The Walko is a seven-week programme that will show us what we want and how to get it. It will give us a "lifelong positive attitude" and make success ours forever.

The idea was developed by Robin Selger, who used to be a struggling comedy writer, but then he got cancer, and after winning that fight reinvented himself in a less humorous but more successful vein as a self-help guru.

So what does The Walko involve? As far as I can gather it involves a good deal of well walking. Not just the sort of walking you and I do to the station in the morning, but long walks in uncomfortable places under the care of army commandos.

The Walko philosophy centres on the idea of the child: apparently the average child falls more than 240 times when learning to walk, but each time gets up again undeterred until he or she finally manages it. Unfortunately this can-do attitude does not last: by the time we grow up we have become full of self-doubt with negative mindsets.

That's where The Walko comes in. Brilliant, brilliant idea, Mr Selger.

Just reading about The Walko and flipping through his new book, *Natural Born Winners*, I have seen in a flash how I could change my life. Instead of writing all this negative stuff every week, I too could become a guru.

Welcome to my new idea: The Sleepo. The Sleepo philosophy is that we all spend too many hours of the day awake. The idea is so obvious, so simple, and surely, so lucrative. The fact that none of us gets enough sleep has serious implications for our jobs and families.

Once again, the baby is the perfect paradigm. As infants we sleep up to 20 hours a day, but in our few waking hours we are at our learning curves are steeper than they will ever be again. As we get older we sleep less and less, and eventually turn into harassed, bad-tempered adults who burn the candle at both ends.

That's where The Sleepo comes in. It promises to re-harness the power of sleep and enable us to rebuild our lives for a happier, more prosperous future. The seven-week programme will include an away-weekend at which delegates will laze in

easy chairs around an open fire, or retire to silent hotel rooms with great big beds and blackout blinds. Should delegates wake up they could have a filling meal and then slope off to the amphitheatre (reclining chairs, low lights, white noise and deadpan lectures on management strategy trees).

My book to accompany the course will be called *Natural Born Sleepers*. Interested publishers and event organisers can contact me via e-mail. I feel no need to go out and hustle. The Walko has shown me self-belief. My fortune is made. This is the least competitive market in the world. Adults everywhere are going to love The Sleepo.

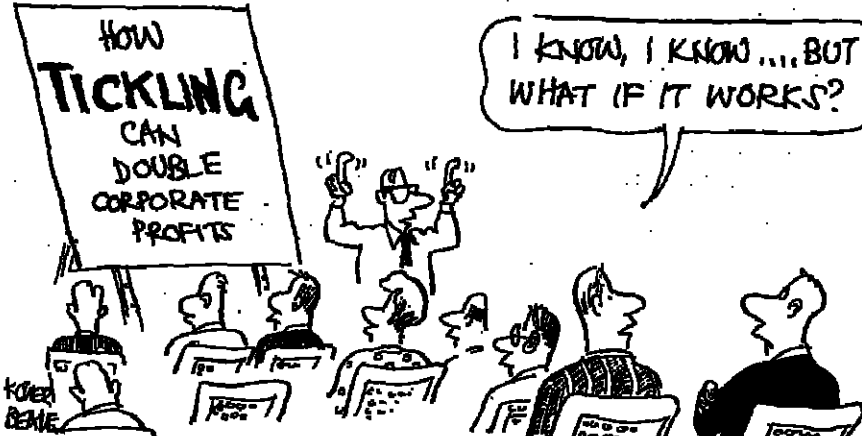
It was deeply satisfying last week to see the personnel industry trashing one of its most corrosive inventions: performance-related pay. The Institute of Personnel and Development invited a distinguished Insead professor to lecture its members on how this method of rewarding people no longer works. In the knowledge-based economy, he said, it is not appropriate to pay in a way that divides one worker from another. Never mind the so-called

knowledge-based economy – performance pay is and always has been a lousy idea. Even when it is managed efficiently and reasonably fairly (which it almost never is) it demotivates much more than it motivates. If you get a pay rise you feel great – for about five minutes. But if you don't, you smoulder with resentment for months. Moreover, performance pay always distorts: by encouraging people not to do the job well overall, but to do what those bits they think are likely to go towards the pay cheque.

Sucking up becomes endemic. But my reason for thinking performance pay is on its way out has nothing to do with Insead professors. Instead, what gives me hope is the news that the British government is planning to introduce it to teachers and nurses – who are among the few to have escaped it so far, and for very good reasons. A top of the market phenomenon if ever there was one.

I had always wondered what happened once you got outside the box, and now I know. According to *Outside the Box Extra*, a newsletter from a consultancy called New Solutions, one of the things consultants and clients do outside is "surf the zeitgeist". Confirmation of what I suspected. Life is very much better inside the box. Those who venture out, be warned.

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## BUSINESS TRAVEL DOWNGRADING

## Flying high in economy

Airlines are anticipating the trend to rein in travel budgets, upgrading rear cabins to include much that is familiar in business class, says Gillian Upton

Downgrading to economy class will undoubtedly come as a shock for business travellers familiar with airlines' business class cabins. The privacy, leg room and departure lounges are not there but, take heart, the back of the aircraft is not as grim as it was a few years ago.

Over the past 18 months a handful of airlines have anticipated the trend, caused by companies seeking to rein in their travel budgets, and have concentrated on making life more comfortable for economy class travellers.

Much of the technological advances adopted in seat design and in-flight entertainment in the front cabins are now benefiting those at the back. In so doing these airlines have set new standards for economy class travel.

Statistics show that plenty of business travellers are now experiencing life at the back of the aircraft. Air Canada says that between 70-80 per cent of passengers booking its SuperComfort economy class are business travellers. At British Airways, business travellers make up 25 per cent of its 10m economy class passengers (two-thirds of whom live outside the UK).

The annual Business Travel survey by Company Barclaycard, published last week, showed that 11.5 per cent fewer passengers from companies with turnovers between \$5m and \$10m are travelling in business class, compared with the previous year.

One in four believe it does not give value for money.

Travel management companies reveal a similar picture as they book more clients into economy class. "It's been significant over the past six months among major blue-chip companies but it's been building for a year," says David Whittaker, managing director of The Travel Company.

While airlines' business class cabins empty out, some US carriers are offering upgrades into first class on transatlantic routes, something not seen since the Gulf war.

"It's a protectionist tactic by the airlines because they are suffering so much," says Tracy Baumfield, sales director for another travel management company, Reed & Mackay.

Passengers now have the choice of taking the upgrades, the heavier discounts being offered by airlines or buying consolidated and back-to-back tickets to help stretch budgets. These tactics may keep some travellers safely away from economy class.

"Customers are buying their tickets more intelligently now and saving money," says Don Lunn, chairman of the Guild of Business Travel Agents. Mike Platt, commercial director of BTI UK Hogg Robinson, concurs. "People are looking to get the best rate in the class they're travelling," he says.

But if company travel policy dictates economy class, then the back of the aircraft it is. It is worth shopping around because

some economy class cabins are more comfortable than others.

Some things will be recognisable: the winged flaps on the seat headrest that so happily kept you head in place while dozing at the front of the plane, individual video screen, lumbar support, seat recline (but don't expect too much movement) and even the humble foot rest making an appearance for the first time in economy.

**'Customers are buying their tickets more intelligently now and saving money'**

Other plus points are better food and drink (often devised by celebrity chefs) and a choice of menu. Passengers can also reserve a seat in advance.

Australasia or Los Angeles-bound travellers get the best deal on Air New Zealand. Two years ago it fitted an ergonomically designed seat incorporating a footrest, winged headrest and lumbar support on recline. The seat reclines by 6in, leg room is a much more generous 34in and the seat width 17.5in.

Passengers are treated to top New Zealand chef Peter Gordon's South Pacific cuisine, which mixes fresh New Zealand produce

and Asian spices. Air Canada went one better, by introducing a dedicated quiet cabin, called SuperComfort, and much more space. It is only available for British travellers en route to Toronto from either Manchester or Glasgow airports, or those who want to make the detour from continental Europe. The 36-seat cabin has seats with 45in of leg room, 36in seat width and a footrest.

Not to be outdone, Lufthansa, Qantas, British Airways and Singapore Airlines have also improved the lot for the economy class traveller.

Singapore Airlines does not give travellers quite so much leg room in its 747-400s (32in) but the seat does recline by 6in inches and seat width is 17.7in. Winged headrests, footrests, free champagne, more interesting cuisine and in-seat video screen rounds off the product.

Qantas measures up similarly, with 32in seat pitch, 17.25in seat width, more recline (at 7.5in) and winged headrests. Better food will be introduced at the end of this year.

British Airways has been less generous all round, with only 31in of leg room and a 5in seat recline. Seat width is 17.5in and there are winged headrests, footrests, in-seat video screens and tastier food on a novel, double-decker tray presentation.

The number of seats in a row is pertinent. Air Canada's six-across gives the most spacious feel, followed by Virgin Atlantic's Premium Economy cabin; the worst are those airlines that squeeze in 10 seats.

## FT GUIDE TO: ACID RAIN

## Something nasty in the air

The quest to rid the atmosphere of the gases causing acidification will soon gain fresh impetus, writes Vanessa Houlder

Whatever happened to acid rain? A few years ago, it was in the news all the time. Now you rarely hear anything about it.

Actually, you might be due to hear more about it soon. The European Commission has an ambitious proposal to halve the area of the EU affected by acid rain by 2010. In March, it is due to adopt a potentially controversial directive that will impose national ceilings for emissions of the gases that cause acidification: sulphur dioxide, nitrogen oxides, volatile organic compounds and ammonia.

But the acid rain issue has gone strangely quiet since the 1980s when it was the environmental issue. In those days, there was enormous public concern that pollutants from chimneys and exhaust pipes were corroding buildings and poisoning lakes, soils and forests.

So what changed? One reason why we don't hear so much about acid rain is that the public clamour in the 1980s forced governments to take action. In a sense, the acid rain campaign was a victim of its own success.

Another reason is that the environmental campaigners, such as Greenpeace and Friends of the Earth, have switched their attention to other issues. They say that, although acid rain is still a serious issue, it has been eclipsed by the greater dangers presented by ozone depletion and global warming.

Another, related, point is that

concern about air pollution now tends to be focused on health issues. More evidence has emerged about the role played by sulphur dioxide and nitrogen oxides in respiratory problems, such as asthma. Inevitably, people care more about health problems that could directly affect them and their children than they do about the decline in wildlife as a result of the acidification of rivers.

Yet another - more controversial - view is that the acid rain issue has gone quiet because the problem was exaggerated in the first place.

A scare story, eh? Any truth in that?

A 10-year study by the National Acid Precitation Assessment Programme, a monitoring body created by the US Congress, concluded that acid rain, while still a problem, had caused much less damage than previously estimated. Critics argued that not nearly enough attention was paid to this study (which went virtually unnoticed when it was first published in 1990), leading to the over-hyping of the problem.

Since then, there has been research suggesting that acid rain is not the main culprit when it comes to damaging trees. For example a five-year study of trees in Norway showed that spreading lime on forests to neutralise the acid in soil has a negligible effect on the trees - and could even harm them. In another study, in Liphook in Hampshire, researchers found that trees

fumigated with sulphur dioxide thrived, not died.

So we don't need to worry about acid rain, after all?

Not so fast. The concerns about acid rain go far beyond the damage they cause to trees.

There is a litany of other problems, including damage to wildlife, buildings and visibility. Sulphate particles account for more than 50 per cent of the visibility reduction in the eastern part of the US, according to the Environmental Protection Agency.

Even leaving aside the ecological damage caused by acid rain, Napap says that the cost of the US acid rain programme could be justified by improvements to human health and visibility alone.

So has there been any real progress at all on this?

Well, in some ways the international effort to curb sulphur dioxide emissions has been a notable success. Guided by national and international measures, sulphur dioxide emissions have been drastically cut in Europe and the US.

According to the European Environment Agency, sulphur dioxide emissions halved in 44 countries between 1980 and 1995.

In the US, the programme to curb sulphur dioxide emissions is viewed as an extraordinary success story, because it has cost much less than anyone expected. That is thought to demonstrate that the system of allocating emissions permits and allowing

utilities to buy and sell excess permits is much cheaper than command-and-control regulation.

As a result, it has inspired politicians with the idea of developing an international trading system for greenhouse gases, as part of the effort to control global warming.

Is that enough, then?

The EU thinks that, despite progress in reducing acidifying air pollutants, "acidification still constitutes a major environmental problem for large areas of forest and freshwater ecosystems in the European Union". In 1990, areas equivalent to the UK, Denmark and the Netherlands were thought to have exceeded their "critical loads" for acidification.

Part of the problem lies with the difficulty of curbing nitrogen oxides. In the UK, for example, even though sulphur dioxide levels are down, the emissions of nitrogen oxides - the other main component of acid rain - have not yet begun to fall. Increasing levels of traffic on the road are making cuts in nitrogen dioxide levels much harder to achieve.

So what happens next?

The EU's long-term goal is that there should be "no exceeding area of critical loads and levels". But for now, its strategy is to halve the area where loads are exceeded.

A number of measures are in the pipeline. The EU member states have already agreed, in principle, to cut the sulphur content of liquid fuels. But reaching agreement on further improvements could be difficult in some areas.



Burning issue: trees destroyed by acid rain in the Czech Republic's Sudeten mountains

EPA

The forthcoming EU directive on national emissions ceilings could prove controversial. Although member states back the strategy in principle, previous efforts to impose national ceilings have been thrown out because they imposed "unacceptable" economic burdens. The UK, for instance, complained that one version of the proposals would force the closure of all but two of the UK's

coal-fired power stations and have a drastic effect on the iron and steel industry.

And in the long run? What chance of sorting this matter out for good?

Ultimately, it seems likely that the quest for cleaner air will be pursued as part of the even more wide-ranging effort to control global warming.

Admittedly, these objectives are not always aligned. The

sulphur dioxide which pollutes the air and causes acid rain appears to reflect sunlight back into space, and so staves off the effects of global warming. But the big measures advocated to deal with global warming - a move away from fossil fuels and road traffic - would also sort out many of the problems causing acid rain. In the end, it is a matter of technological innovation and political will.

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## INSIDE TRACK

## BUSINESS EDUCATION ACCREDITATION

# Rivals join forces to meet needs of the global market

Schools are following companies in their drive to become more international and co-operative, writes Della Bradshaw

The two things at the top of the agenda of almost every business school are how to be more international and how to develop constructive relationships with rivals to the benefit of both. It is rather comforting to know, therefore, that after some initial suspicions, the business school accreditation bodies – the organisations that give schools the seal of approval – are trying equally hard to be both international and co-operative.

Last week in the UK, at Warwick Business School, two of the best known accreditation bodies got together for the first time to carry out a joint accreditation. Warwick was seeking to become the first UK business school to be accredited by the American AACSB and at the same time renew its kite mark with the UK's Association of MBAs.

The meetings were declared a resounding success by all parties, but it will be two months or more before Warwick gets the offi-

cial "thumbs-up" from the two organisations. While both the AACSB and the Association of MBAs were clearly very eager to work together, the move had distinct advantages for Warwick, not least in cutting the time invested. Indeed, Mike Jones, director-general of the Association of MBAs, says it was the impetus behind the joint operation.

"The move to joint accreditation was a response from

known in the American-influenced part of the globe," he says, pointing to the whole of north and south America and the Far East as relevant areas.

Both the Association of MBAs and the AACSB have had talks with Equis, the European accreditation service set up by the EFMD (European Federation for Management Development) in Brussels, with a view to conducting joint accreditation with it.

The AACSB, meanwhile, is well advanced with overseas expansion, planning to assess 12 schools in three

## The move provided some distinct advantages for Warwick, not least in cutting the time invested

our member schools that there is just too much assessment needed."

For schools such as Warwick, eager to attract students from all over the globe, accreditation from more than one organisation is particularly useful, says Robert Dyson, acting dean at the school. "AACSB is better

years in its initial foray. These include schools in Japan, Hong Kong, and Australia as well as the Rotterdam School of Management in the Netherlands, Essex in Paris and Warwick in the UK.

The Association of MBAs, which is now largely seen as a European accreditation

body rather than a purely UK one, is already looking at schools in South Africa, Latin America and Australia but the crunch will come when it decides to move into the US market.

Mr Jones served notice last week that this was now on the agenda and that he was looking for AACSB help in carrying out joint accreditation exercises on its home territory.

As to the nitty-gritty of the accreditation, even those participating say they were unclear how it worked so well even though they were happy with the experience.

AACSB, for example, accredits the whole business school against its mission statement – the undergraduate and MBA programmes and the research and post-doctoral degree programmes included.

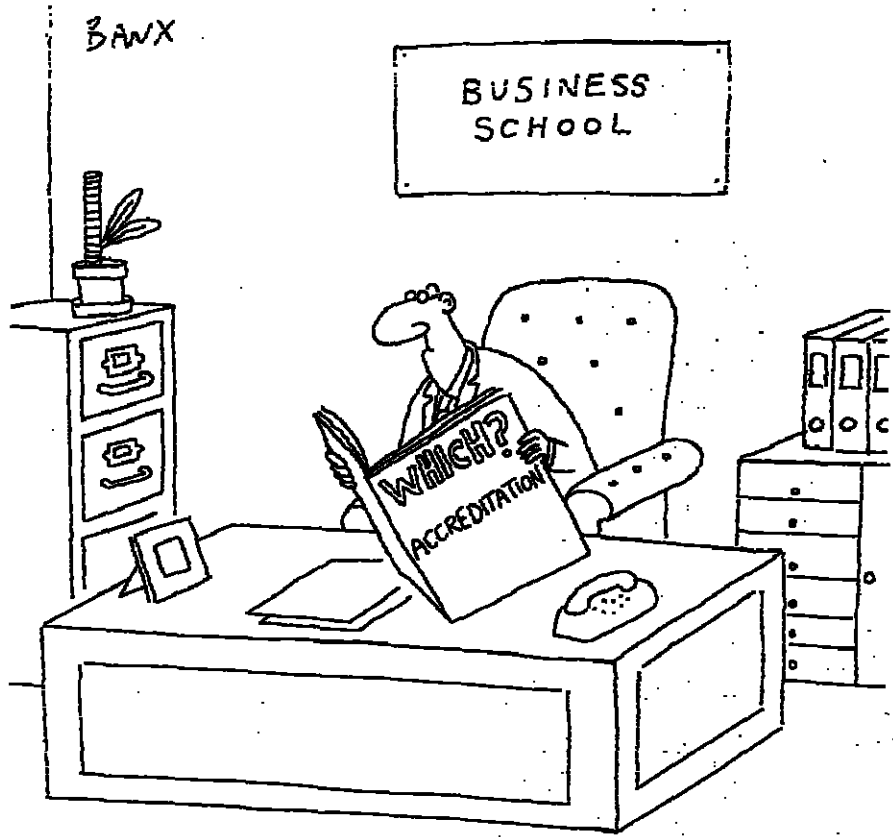
The Association of MBAs accredits just the MBA programme and does so against a model of what the ideal MBA should be. (Equis, by comparison, is the only one of the three to include executive education programmes in its accreditation.)

Howard Thomas, dean of the University of Illinois at Urbana-Champaign, and a

member of the AACSB accrediting panel, jokes that it was "force of personality" that saw the process through.

Fellow AACSB member Gary Williams, dean of the University of San Francisco, is more analytical. "The convergence was around quality. That's the one area where we could agree."

One other area of agreement was that the different approaches made discussions more fruitful. "It enriched our judgment. It will improve the quality of the report we write," says Prof Thomas.



## University of British Columbia recruits Muzyka

The University of British Columbia, in Vancouver, has appointed Daniel Muzyka, Insead's most respected entrepreneurial brain, as its new dean of the faculty of commerce and business administration.

Professor Muzyka was formerly director of the MBA programme at Insead and director of the 3i Venturelab, Insead's research centre dedicated to the study of entrepreneurship. He was also a strategy analyst at the General Electric Company and a consultant.

Prof Muzyka is expected to take up his position as dean this summer. UBC: Canada, 604 822 3131

Foundation, which was established to encourage entrepreneurial success. The appointee is Alan Hughes, currently director of Cambridge University's ESRC Centre for Business Research, and part of the economics department. Judge Institute: UK, 1223 339700

## Leeds students offer consultancy

The latest business school to send its students on consultancy projects is Leeds University Business School in the UK. Students on Leeds MBA programme are carrying out consultancy projects at a fraction of the cost of traditional consultants. Leeds: UK, 113 233 2639

## Henley to expand free lectures

Henley Management College in the UK is planning to build on the popularity of its free executive lectures and run a further three in London over the summer.

The free lectures will be held at Henley's site in Regent's Park, London. They will be on strategy and organisational change (April), emotional intelligence (May) and international business culture (June). Henley: UK, 1491 418884

## lese professors win US awards

Two professors from Ise, in Barcelona, have won the award for the best management education symposium of 1998 from the Academy of Management in the US. The symposium, *Global Management Using Technology*, was given by Josep Valor, professor of information systems, and Paddy Miller, associate professor of organisational behaviour. Ise: www.iese.es

## BA looks to US for MBA module

British Airways has gone to the Arthur D Little school of management to run a module on its executive MBA programme. The programme, which began 10 years ago, has been run until now solely by Lancaster University.

The module, *Strategic Services Marketing in an International Context*, will be run in Boston over a seven-day period. The programme will be one of the first transatlantic, company-specific MBA programmes. Arthur D Little SOM: US, 617 498 5000

## First Thatcher chair is filled

The Judge Institute of Management Studies at Cambridge University, in the UK, has appointed its first Margaret Thatcher Professor of Enterprise Studies.

The chair was set up with an endowment of £2m from the Margaret Thatcher

Information for News from Campus should be sent to Della Bradshaw, The Financial Times, One Southwark Bridge, London SE1 9HL. Tel. 44 171 873 4673 Fax 44 171 873 3950

## BUSINESS EDUCATION DISTANCE LEARNING

# The Mounties always get their MBAs

In Regina in the heart of Saskatchewan, Canada, Richard Hobson has more on his mind than the sub-zero temperatures and his job as a Mountie, one of the Royal Canadian Mounted Police. He is also doing an MBA, and doing it by distance learning.

For aspiring MBA students in remote locations technol-

ogy is delivering programmes to areas which, 10 years ago, would have literally been left out in the cold. In Canada in particular, videoconferencing and the internet have opened up the remote parts of the country to management education.

The Ivey school, at the University of Western Ontario, for example, runs an executive MBA using

videoconferencing to link classrooms across Canada. Queen's University in Kingston, Ontario, has a similar programme. And the Schulich school at York University says most of its MBA students now switch between delivery modes during their programmes – something almost unheard of five years ago.

This month Henley Man-

agement College will be launching, from the UK, its International MBA in Canada in partnership with the Certified General Accountants of Ontario (CGA). The programme combines face-to-face teaching with electronic teaching via CD-Roms and Lotus Notes groupware.

Richard Hobson chose the distance learning MBA from

Athabasca University, based in St Albert, Alberta. Unlike most MBA programmes the Athabasca's was set up as a distance-learning programme using the internet. All material is delivered online, including group discussion and teamwork. The programme began in 1994 and has already attracted more than 700 students who take on average between two

and a half and three years to complete their degrees.

Peter Carr, associate professor for management on the Athabasca MBA, says the programme is also proving very popular with the city-bound who cannot study during more conventional teaching hours.

Della Bradshaw

## TECHNOLOGY SOFTWARE PROGRAMMING

# A new language for chips

A software breakthrough could pose a challenge to the dominance of the microprocessor, writes Marcus Gibson

A breakthrough in software technology is being hailed by computing experts as a challenge to the dominance of the microprocessor in the worlds of computers, electronics and telecommunications.

The development, by a group at Oxford University's Computing Laboratory, could allow future electronic devices to be instantly programmed, and indefinitely reprogrammed, to perform any number of different functions.

As a result, a single digital handset could be used as a videophone, web surfer, music machine, GPS receiver or personalised database. The reprogrammable would take just one thousandth of a second, and be possible via radio or the internet.

The breakthrough is based on Handel-C, an ultra-fast programming language devised by Ian Page, an Oxford academic with a background in industry. Its novel "software compiler" system operates in conjunction with a new generation

of US-made "FPGA" or Field Programmable Gate Array chips.

Currently, the electronics and computing industries are oriented around the microprocessor. But over the past eight years Mr Page has devised Handel-C for the FPGA instead, because its architecture gives it a very contrasting performance.

"If a microprocessor is an eight-lane highway," he says, "an FPGA is a 1,000-lane highway." Whereas a microprocessor can only process a few instructions per clock cycle, or individual operation, an FPGA can process many thousands. And although a microprocessor has a fixed number of functions – which cannot be altered after manufacture – FPGA chips possess an almost limitless range of functions and flexibility.

Mr Page believes that virtually no aspect of the electronics business will remain untouched by the development. "In some complex demonstrations there is no processor, no program code, no operating system, and no Random Access Memory.

And yet they achieve things that conventional wisdom would say need all of these things," he says.

Apart from allowing electronic devices to be reprogrammed, Handel-C enables FPGA-equipped devices to run up to 200 times faster than conventional systems using microprocessors. And by obtaining more computing power at lower clock speeds, power consumption

can be reduced – which has big implications for portable computing and telecoms.

The new language also greatly accelerates the overall process of software design by cutting out, almost entirely, the arduous "end-stage" of hardware function programming. The software can reduce a six-month programming task to as little as 12 hours. "Our system turns programs into hardware automatically... with amazing results," says Mr Page.

There is a long way to go.



Composing a new language: Ian Page, inventor of Handel-C

however, before Mr Page's dream of a "post-Microsoft, post Intel" world can become reality. After a 30-month struggle to find funds from doubtful venture capitalists, Mr Page has formed a company, Embedded Solutions, to exploit the technology commercially – via Isis Innovation, the university's technology spin-off arm. Research scientists at Siemens, Ericsson and Matsa are testing the technology.

But computer experts are enthusiastic about Handel-C, so-called because of Mr Page's love of music and penchant for restoring antique musical instruments. Tony Hoare, Oxford's professor of computing, says it is the first clear solution to a problem that has been pursued for the past 15 years. "The goal of automatic compilation from software to hardware has been pursued by many around the world. But Ian has done it."

James Martin, the millionaire software consultant who funds a computing professorship at Oxford, says: "There's a multi-billion industry just sitting here... If this were Silicon Valley it would have been snapped up years ago."

## BUSINESS EDUCATION

## THE MANAGEMENT SCHOOL LANCASTER UNIVERSITY

The department of Accounting and Finance has a high international-level reputation in research and teaching and is part of the Management School, one of the UK's 5\* research rated business schools. The department offers two one-year full-time master courses:

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For further information please contact the Postgraduate Admissions Secretary, Department of Accounting and Finance, Lancaster University, Lancaster LA1 4YX. Telephone: 01524 533628. Fax: 01524 547521.

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## LEGAL NOTICES

## TO THE HOLDERS OF OLYMPIA & YORK MAIDEN LANE FINANCE CORP. 10% SECURED NOTES DUE 1995

### NOTICE OF SUCCESSFUL CLOSING OF SALE OF 69 MAIDEN LANE AND OF DISTRIBUTION OF CASH AND LITIGATION TRUST CERTIFICATES

On February 3, 1999, the sale of 69 Maiden Lane to a designee of Amtrust Realty Corp. closed successfully for the price of \$75 million. Those funds, together with approximately \$88 million which was received in late December 1998 pursuant to the settlement with The Home Insurance Company ("Home") and other funds previously received from rental payments and other sources, are being held by the Trustee for the benefit of the holders of the 10% Secured Notes due 1995 (the "Notes") of Olympia & York Maiden Lane Finance Corp. ("Finance Corp").

In accordance with the terms of the Joint Plan of Reorganization (the "Plan") of Finance Corp. and Olympia & York Maiden Lane Company LLC, each Noteholder should receive shortly from its broker a letter of transmittal which, after completion, should be returned to the broker for tendering, together with that holder's Note certificates, to Marine Midland Bank, as Trustee. Upon receipt of the letters of transmittal and the Note certificates, Marine Midland Bank will distribute an aggregate amount of \$146,000,000.00 in cash, plus principal amount of the Notes will receive \$730.00 in cash (which will be allocated in the amount of \$69.33 to principal and \$666.67 to interest) and 1 Unit of Litigation Trust Certificate. The Litigation Trust Certificate evidences the right to any proceeds realized from the litigation currently pending against Zurich Insurance Company, Home, and certain Zurich affiliates arising from a series of transactions which took place in 1998.

Pursuant to the terms of the Plan, Marine Midland Bank has established certain reserves for payment of various outstanding claims. After those claims are resolved, it is expected that one or more further distributions of cash will be made to the Noteholders.

The Trustee continues to work closely with the ad hoc Committee of Noteholders in the foregoing matters. Holders interested in communicating with the Trustee should write to Mr. Meir Carter, Vice President, Marine Midland Bank, 140 Broadway, New York, N.Y. 10005-1180 (fax no. (212) 696-6425). Counsel for the Trustee is David E. Feller, Esq., of Valley Drive & Warren LLP, Counsel for the Committee and special counsel to the Trustee is Daniel Golden, Esq., and Lisa G. Bodenmann, Esq., of Stroock & Stroock & Laven LLP. Holders interested in contacting the Committee may call Mr. Golden at (212) 606-5423, Mr. Bodenmann at (212) 606-5535 or Mr. Feller at (212) 606-7570.

Dated as of February 5, 1999  
Marine Midland Bank, as successor indenture Trustee  
Each Holder is urged to contact its own tax adviser concerning the tax treatment of the distribution.

**TANESCO**

**TANZANIA ELECTRIC SUPPLY COMPANY LIMITED**

**PRE-QUALIFICATION FOR CONSULTANCY SERVICES TO DEVELOP THE ZAMBIA-TANZANIA 330kV INTERCONNECTOR PROJECT FOR PRIVATE INVESTMENT CONSIDERATION**

ZESCO LTD of Zambia and TANESCO of Tanzania have embarked on the development of a 330kV transmission line from Pensulo substation, Serenje, Zambia to Mwakibete substation, Mbeya, Tanzania. The length of the line is approximately 690km.

A techno-economic feasibility study has been done by an inter utility study team from ZESCO, TANESCO and ESKOM. A financial and economic justification study has also been undertaken. A Power Purchase Agreement and a Pre-qualification document has been drafted. Tariff negotiation process has commenced. There is now need to identify potential private investors and formulate a Request For Proposal (RFP).

A Consultant is therefore being sought to assist in the Pre-qualification of Potential Private Investors and to prepare and adjudicate the RFP in order to prepare the project for investment consideration. The Consultant is also required to assist in setting up a realistic program of events, target dates and formal outputs.

The applicants' expression of interest must be in English and must include the following:

- A comprehensive individual profile or company curriculum vitae
- Organisation structure and capacity to manage this kind of project
- Audited financial statements for the past 3 years
- Reference for similar assignments already undertaken within the past 7 years including key personnel, work done and time spent on similar assignments
- Contact details and physical addresses
- Any association/partnership with local firms

Expression of interest should be addressed to:

The Company Secretary ZESCO LTD P.O. BOX 33304 Lusaka Zambia Fax: +260 1 223971/237601	OR	The Company Secretary TANESCO LTD P.O. BOX 9024 Dar es Salaam Tanzania Fax: 255 051 113836
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And should be received not later than 12:00 hrs on Monday, 15<sup>th</sup> March 1999.



## OPENINGS



## COPENHAGEN

An exhibition opening

Saturday at the Louisiana

Museum of Modern Art

Humblebrak features a

unique statue in the

field of photography

First seen at the

at London's

Hayward Gallery

show some up to the

output from the 1930s

to the present day

to the work of

Bacon (right)

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Cartier-Bresson

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## LONDON

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## MILAN

The only Verdi production at La

Scala this season is *La forza del*

*destino*, opening tomorrow.

Riccardo Muti conducts a

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## COMMENT &amp; ANALYSIS

PERSONAL VIEW WILLIAM M. DALEY

## Bribery: no longer business as usual

Every country in the world should enact and enforce strong laws against acceptance and solicitation of bribes by public officials

In recent weeks, the Salt Lake City Olympics scandal has surprised and disappointed the world. But the sad fact is that this sort of corruption is not unique. Bribery of government officials has been an all too frequent factor in international business transactions, for example, not only in the early parts of this century but right up to the present day. In the year between May 1997 and April 1998, we identified instances of bribery in more than 60 important international contracts valued at nearly \$90bn. And most of the world simply looked the other way.

Today several countries take an important step in the fight against corruption. The OECD Convention on Combating Bribery requires signatory nations to criminalise bribery of foreign public officials in a manner similar to that of the US Foreign Corrupt Practices Act. That Convention takes effect today in the US and the 11 other countries that have adopted implementing laws: Iceland, Japan, Germany, Hungary, Finland, the United Kingdom, Canada, Norway, Bulgaria, Korea, and Greece.

Unfortunately, 22 of the countries that signed the Convention 14 months ago have not yet acted. Four of these nations – France, Italy, the Netherlands, and Belgium – represent almost a quarter of all OECD exports. We need them, and all the others, to keep their commitment.

The core concept of the convention is very simple: a country should outlaw acts of bribery directed toward the officials of another sovereign state. Even so, the agreement took more than eight years to negotiate. The entrenched interests trying to keep bribery "business as

usual" were hard to beat. These interests are still trying to maintain the status quo. For that reason, enactment of legislation prohibiting bribery will not be enough to make the convention's promise a reality. Every signatory's laws must be examined to ensure that they live up to the letter and the spirit of the agreement. The OECD will be doing precisely that over the next year. I hope the outrage about the Olympics will cause the spotlight of public scrutiny to focus on these efforts and spur every nation to live up to its commitment.

Unbelievably, several OECD member countries still allow tax deductions for bribes paid to foreign officials. Others allow tax deductions for these bribes unless there has been a criminal prosecution and conviction relating to the particular instance of bribery. And still others allow certain violations, with their roots in the past, to continue unabated.

After legislation is enacted, the battleground will shift to enforcement. The OECD countries have agreed to review each other's enforcement efforts.

**Why is the effort to stamp out bribery so important? First of all, because it's right. But also because bribery of public officials hurts real people**

We need public attention to ensure that strong laws do not become dead letters because prosecutors decide bribery is a low priority or that it deserves no attention. Why is the effort to stamp out bribery so important? First, because it is right. But also because bribery of public officials hurts real people. Citizens of a country



Lessons for the world: Robert Garif, chairman of the Salt Lake Olympics organising committee, takes questions

with corrupt officials must suffer under, and pay for, government decisions motivated by the self-interest of bureaucrats and elected officials, not by the best interests of the nation. And if the Asian financial crisis has taught us anything, it is that government corruption

issues not fully covered in the convention, such as bribes to political parties, candidates, and party officials.

And the OECD agreement addresses only the so-called "supply side" of corruption – companies and individuals who offer bribes. We also must address the "demand side". Every country in the world should enact and enforce strong laws against the solicitation and acceptance of bribes by public officials. We stand ready to work with the private sector, other governments, and non-governmental organisations to assist in these efforts.

It is time to get serious about bribery and corruption worldwide. If the Olympic scandal has taught us anything, it is that we cannot tolerate bribery as "business as usual". It is simply unacceptable.

William M. Daley is US Secretary of Commerce.

## LETTERS TO THE EDITOR

## Running Europe is too important a job to be left to the politicians

From Mr David Marsh.

Sir, Soon it will be once again time for another round of unedifying horse-trading over the top job in the European Union. At a crucial juncture, governments are due to choose by the summer a successor to Jacques Santer as the president of the European Commission.

According to accepted wisdom, the new leader will be a politician, drawn from the ranks of the centre-left parties now dominating EU governments, probably from one of the countries which have not held the job in the last two decades, ie Germany, Italy, Portugal or Spain.

Might I suggest a radical departure? A business leader, not a politician, is the right person to head the Commission in the new millennium. Drawing a figure from the top echelons of one of Europe's largest companies or business organisations could be part of a far-reaching reshaping of the way the Commission is run.

The potential advantages are clear. Finding the person who can manage the Com-

mission effectively, deliver value for money on its spending programmes and offer able and cohesive guidance to governments on urgently-needed EU reform could do wonders for Europe's image. The recent showdown with the European parliament over alleged corruption within the Commission underlines the necessity of such a facelift. A leader with business acumen, political skills and a firm vision of a vibrant Europe could make an enormous contribution to ensuring the continent's competitiveness as it enlarges eastwards.

Of course, realising this proposal would not be easy. Few business representatives have these types of characteristics. Even if such a superhuman existed, it can be argued, he or she would lack political support and would become frustrated in dealings with governments and civil service bureaucracies.

Furthermore, companies employing the best candidates would hardly be expected to send them to Brussels. And the chosen person would face a substantial pay cut.

With will and imagination, these obstacles could be overcome. Awarding the right candidate new powers over the make-up and policies of the Commission would imbue a putative president-from-business with the status and influence to do the job properly. A moderate pay rise would increase the attractions.

Even if politically astute, linguistically gifted European managers with a proven track record of running multinational corporations do not grow on trees, there are half a dozen people on the corporate scene who could carry out the task. Lionel Jospin, Tony Blair and Gerhard Schröder should start the selection process now. Running Europe is too important a job to be left to the politicians.

David Marsh, Robert Fleming & Co, 25 Cophthall Avenue, London EC8R 7DR, UK

## Schröder applauded

From Mr Klemens van de Sand.

Sir, It is opportune, ahead of the June G8 meeting, to give an additional impetus to the initiative of providing debt relief to poverty-stricken countries that have a track record of policy and institutional reform. Indeed, the manageability of their debt-servicing obligations is a critical prerequisite to sustaining their efforts of pro-poor policy and institutional overhaul, and for them to have resources available to finance the investments required to eradicate poverty.

Gerhard Schröder, the German chancellor, is enlightened when he stresses the particular problem of countries emerging from crisis, especially civil strife, and why not extend it to natural disasters or financial turmoil? Of course, the commonly agreed rules for engagement in debt relief must be adjusted to the specific causes, conditions and outlook for these countries.

The Rome-based International Fund for Agricultural Development is a leading agency of the UN in the fight against rural poverty. As a creditor to poor governments we are engaged in the World Bank/International Monetary Fund co-ordinated heavily indebted poor countries initiative. The speed and effectiveness of implementing this initiative and the pro-poor policy are also our concerns. We fully subscribe to Mr Schröder's attention to the crisis-affected countries and look forward to the G8 initiatives in this regard.

Klemens van de Sand, assistant president, programme management dept, International Fund for Agricultural Development, via del Serafico 107, 00142 Rome, Italy

## Argentina: let goodwill prevail

From Mr Rogelio Pflüger.

Sir, I have read with interest Sukey Cameron's letter of February 3. It is by no means my intention to enter here into a debate on matters raised therein, which are best left to the normal course of diplomacy.

At the same time, I cannot fail to mention a rather untenable thought in her letter. Far from being "wholly unjustified", Argentina's claim in the South Atlantic has a sound historic and legal basis. This background led the UN to recognise the existence of the well-known sovereignty dispute. Even in Britain there are experts who have stressed that Argentina has a good case.

There is no doubt in the minds of many that a proper legal scrutiny would bring satisfaction to Argentina.

Be that as it may, it would seem quite obvious that the spirit of reconciliation and goodwill made most evident in President Carlos Menem's recent visit to Britain is in the best interest of everyone involved. Rather than remain bogged in the past, we should look to the future. To this and to ever closer links with Britain, Argentina is firmly committed.

Rogelio Pflüger, ambassador, Embassy of the Argentine Republic, London W1, UK

## Don't keep me hangin' on the telephone...

From Mr Mike Turner.

Sir, The answer to "Hold on and we'll play you a tune" (February 10) is for the "Your Call is Important to Us Co Ltd" to sacrifice a minuscule proportion of the chief executive's huge and almost never justified by performance remuneration and hire a couple of ordinary mortals to answer the goddam phone.

Mike Turner, 21 Lightbourne Avenue, St Anne's on Sea, Lancashire, FY8 1JE, UK

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers worldwide. Letters may be faxed to +44 171-873 5938 (ext 101), e-mail: letters.editor@ft.com. Published letters are also available on the FT web site, <http://www.ft.com>. Translations may be available for letters written in the main international languages. Fax 0171 873 5938. Letters should be typed and not hand written.

## CONTRACTS &amp; TENDERS

DIVESTITURE OF STATE-OWNED ENTERPRISES  
POMADZE POULTRY ENTERPRISES LIMITED

The Government of Ghana, as part of its programme to divest itself of State-Owned Enterprises, invites interested persons to submit bids for the acquisition of 80% of the ordinary shares and 100% of preference shares in Pomadze Poultry Enterprises Limited.

## ENTERPRISE PROFILE

Pomadze is one of the largest hatcheries, poultry, egg and feed producers in Ghana with a leading reputation for quality products. Pomadze's poultry, eggs and day-old chicks are sought after by customers and demand currently outstrips supply. Pomadze also has a sizeable feedmill and a processing plant. The potential for its profitable development is substantial. Consumption of poultry products is high and much of it is currently imported. These imports can be replaced by quality local products. There is also the potential to export to neighbouring states where similar products are also mainly imports. The market for poultry products is significant and there are substantial land holdings to allow for expansion or to raise other animal stock. This is a unique opportunity to buy the largest, most reputable poultry farm, feedmill and processors in Ghana.

## BID INFORMATION

Bid documents (including detailed bid procedures) will be provided to interested persons upon return of a standard form confidentiality undertaking, duly signed, and payment of the appropriate fee. Visits to inspect Pomadze are welcome. Closing date for bids to be received is Friday April 9, 1999.

Documents can be obtained by writing to, faxing or E-mailing the consultants retained by the Divestiture Implementation Committee on behalf of Government, namely:

Roger Hughes  
Magna Consulting  
34 Church Street, Epsom  
Surrey KT17 4QQ, England  
Tel: +44-1372-741642  
Fax: +44-1372-741642  
E-mail: Magna@aol.com

Emmanuel Abbey or Tony Sao  
Voscon Associates  
FC Lokko Court, 59 Lokko Road, Oso  
P.O. Box A476, La, Accra, Ghana  
Tel: +233-21-779316-8  
Fax: +233-21-779315  
E-mail: Voscongh@igmail.com

## ECONOMICS NOTEBOOK WOLFGANG MUNCHAU

## A tricky agenda

At the top of the ECB's list of policy goals is its determination to maintain price stability. But it may find euro-zone citizens have more complex expectations

The peace between Europe's central bankers and the politicians did not last long. Last week Oskar Lafontaine, the German finance minister, warned the European Central Bank that a failure to cut interest rates might have serious consequences for the economy.

The case for an interest rate cut is not apparent if judged purely by the ECB's definition of its policy goals and instruments. All the main parameters, such as monetary growth or current inflation, are well inside its targets. The problem is that the ECB may have defined its goals in such a way that the case for a rate cut may hardly ever be apparent.

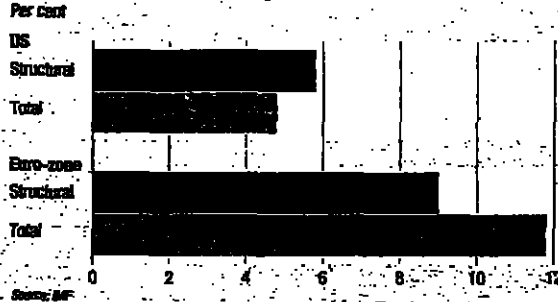
Few have the opportunity openly to confront Wim Duisenberg, president of the ECB, on these issues; among those who can are members of the sub-committee on monetary affairs in the European Parliament, where Mr Duisenberg is regularly invited to give testimony.

So here are some matters that members of the committee may find helpful to consider before they next meet Mr Duisenberg on April 19. Price stability is defined by the ECB as "a year-on-year increase in the Harmonised Index of Consumer Prices (HICP) for the euro area of below 2 per cent". To avoid misunderstandings, the ECB ruled out negative increases, so the de facto inflation target range is 0-2 per cent. This definition gives rise to some questions.

Why is the inflation target band so wide?

This is particularly problematic in view of the ECB's legal obligation to support the economic policies of the European Union. The ECB's job is one of "constrained support" – the need to support growth, constrained by the requirement to keep prices stable. But with such a wide band, it is difficult to pinpoint the moment when price stability has been reached, so one can switch policy to support growth. There is almost always an inflation rate which is lower than the current rate and still within the target. For

## Structural and total unemployment



example, the December inflation rate of 0.8 per cent is consistent with the target, but the same would be true of an even lower rate. A central bank's attitude towards price stability is marked by infinite greed: it can never have enough of it.

Modern central banks run a symmetric monetary policy that is sensitive to extreme price movements in both directions. Is the ECB inflation band of 0-2 per cent truly symmetric?

In theory, any bounded range is symmetric, but not in a world of price rigidities, where some prices never go down. Price rigidities render an inflation band of 0-2 per cent asymmetric, since the lower bound – zero – is the point of maximum rigidity.

A central bank with an asymmetric target is more likely to pursue a restrictive than an expansionary policy. With price rigidities, the chances of inflation falling below zero under a restrictive policy are much smaller than the chances of inflation rising above 2 per cent under an expansionary policy. In other words, a hawkish central banker with an asymmetric target can never be completely wrong.

Now consider a symmetric target. If price stability had been defined as an annual increase in the HICP of exactly 2 per cent, the ECB would face approximately similar anti-inflationary bias. The result is not necessarily deflation – defined as a persistent fall in the price level – because of the large number of rigid prices.

A more likely outcome is a scenario in which the economy grows well below potential, at high rates of unemployment with inflation close to zero but still mildly positive. We might not be far from this point, as inflation is heading towards zero, while the economy is slowing. A global stock market crash could trigger a downward spiral that could trap

the euro-zone in an even more depressed state.

Why do central bankers always say European unemployment is "overwhelmingly" structural when there is substantial evidence to the contrary?

European central bankers believe monetary policy is neutral, which means it does not affect unemployment in the long run. This is a convenient philosophy: it allows central bankers to set their targets in such a way that it is difficult for them to miss. It is certainly the case that structural unemployment is high in Europe. So is cyclical unemployment, which is caused primarily by swings in the business cycle. This in turn is heavily influenced by monetary policy.

During most of the 1990s, countries in the euro-zone suffered from large and persistent output gaps – the difference between potential and actual output. This gap has created a layer of cyclical unemployment over and above the rate of structural unemployment.

Structural unemployment is much higher in the euro-zone than in the US (see graph), but cyclical unemployment is still close to 3 per cent. It is also far higher than in the US, where it is probably negative. There may be some measurement errors, but it is hard to argue that the 12 per cent unemployment in the euro-zone is structural.

If price stability had been defined by European finance ministers, or by MEPs, one would almost certainly have ended up with a different and probably more symmetric definition. But the ECB is unique as a central bank, not just because of its independence but because it combines the right to determine targets and strategies and the power to implement the targets, while it is not strictly accountable.

The ECB defines its primary task as maintaining price stability. But it may find its clientele of euro-zone citizens – and the old MEP on the monetary sub-committee of the European Parliament – has a more complex set of expectations. wolfgang.munchau@ft.com



## FINANCIAL TIMES

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Monday February 15 1999

## Yeltsin and Russia's chill

The weekend call for Boris Yeltsin to resign as Russia's head of state, and pave the way for new elections, is scarcely unexpected. It came from an influential group representing a broad spectrum of the new Russian establishment in government, industry and the intelligentsia. He should heed it.

Mr Yeltsin is clearly incapacitated by ill health. By all accounts, in spite of his appearance at King Hussein's funeral last week, he is unable to focus on the issues of the day. By holding onto the reins of power, without being able to use them, he is creating more instability than if he were to quit. All the potential contenders are jockeying for power in a political vacuum.

Since the implosion of the Russian economy last summer, the country has existed in a state of virtual hibernation, where inactivity has masqueraded as stabilisation. Yevgeny Primakov, the former intelligence chief and foreign minister, has done a remarkable job as prime minister in the vacuum, at least arresting the collapse. But he has not come up with any clear ideas on how to promote an economic recovery.

Both industrial production and aggregate demand seem to have settled at around 90 per cent of the 1996 level, although spending on new construction and equipment continues to plummet. Annual inflation is running just short of 100 per cent, which is not as bad as most observers feared, although still scarcely sustainable. The government is certainly printing money to balance its budget, but not as irresponsibly as had been expected.

The most disturbing aspect is that the government seems unable to exploit the one positive factor in its economic environment: a monthly trade surplus running at some \$3bn. That is

happening in spite of the low oil price, partly thanks to the slump in imports. But the foreign exchange reserves of the central bank are still declining, which shows that the money is leaking straight out of the country in massive capital flight.

It is the new Russian elite which is responsible, and confidence in the authorities will have suffered further from the revelation that the central bank itself used to hold an undeclared offshore account. Until Mr Primakov's government has that situation under control, it is impossible to see how the International Monetary Fund could agree to resume its lending, which in turn is a precondition for any agreement on restructuring Russia's debts.

A combination of the financial crisis, and Mr Primakov's astute use of his old KGB contacts, has clipped the wings of the business oligarchs who were allowed by Mr Yeltsin to grab control of vast swathes of the Russian economy. That is certainly to the good. The prime minister claims to have cleared the jails of non-violent prisoners to make way for those found guilty of corruption. That should put the fear up many. But simply reimposing the discipline of the old KGB, as seems to be happening in the media, is the wrong answer.

What is needed is strong government, but also transparent government, to prevent the re-emergence of another "mafia" in power. If Mr Yeltsin goes now - as he should - it would clear the way for new elections. That is the correct constitutional process. It would be wrong for Mr Primakov, or anyone else, to gain power in a creeping coup, because the president failed to quit in time. That was the old way, and its poison has yet to be cleared from the system.

## Fading Starr

Kenneth Starr, the US independent prosecutor, should heed yesterday's call from senior Republican and Democratic senators and drop any plans he may be developing to mount a criminal prosecution of President Bill Clinton while in office. Indeed, Mr Starr should now wind up his operation with all speed.

He has pursued Mr Clinton with a single-minded and obsessive vigour. But now the Senate has decided to acquit Mr Clinton, he must accept its decision.

Outstanding tasks remain. The reports on the Whitewater land deal and the White House travel office, which did not feature in the case against the president, should be produced

quickly and quietly. But a criminal indictment of Mr Clinton while he is in office, reportedly under consideration, would go beyond the role of the independent prosecutor, which is to present the facts to Congress.

A Department of Justice investigation of Mr Starr's methods is also unnecessary. His zeal may have led to unseemly behaviour, but investigating the investigator will only drag this sorry saga on longer. In 1997 Mr Starr was forced to cancel his plan to resign as independent counsel, and decamp to Pepperdine University, amid Republican outrage that he was walking out on the job. Now the task is done, he should hurry up and announce his departure.

## UK Budget

A slow-down which avoids a recession in Britain this year would leave Gordon Brown with a fair slice of the credit. Yet the chancellor's strategy for ending "the cycle of boom and bust" has greatly reduced his influence over short-term economic management. So the focus of the annual Budget has shifted from the overall fiscal stance towards more detailed measures.

By agreeing public spending totals for the remaining three years of this parliament, Mr Brown has created a presumption he will not make big changes to the overall balance. And if he did raise or lower the tax burden significantly, the Bank of England would react with offsetting changes to interest rates.

There is in any case little reason to make a big change this year. The Bank's latest forecast suggests that after a slow-down in the next six months the economy will recover at a rate consistent with its long-term capacity to grow. And if a further stimulus were needed, another cut in interest rates would be a better way to achieve it than fiscal loosening.

What then is left for Mr Brown to do in his Budget on March 9? Last November he set out several broad objectives. These included further improvements in incentives to work, along with efforts to raise UK productivity; to reduce greenhouse gas emissions; and to encourage savings and reform benefits.

So far, however, these grand visions have not been matched by coherent strategies to realise them. Even in its welfare to work programme, where the government can claim most progress, there have been inconsistencies.

Thus, the minimum wage may make work more attractive, but it will reduce the supply of jobs. And as the Bank noted in its latest Inflation Report, the new Working Families Tax Credit will have only a very small effect on the labour market. The populist proposal for a 10 per cent income tax band will do nothing for the unemployed and is unlikely to help the lowest paid.

To meet its other objectives, the government has suggested a mixed bag of measures. They might be scattered around to some effect. But without a clear strategy, they may have unintended or perverse consequences. It would be sensible, for example, to tax energy to help reduce greenhouse gas emissions. But how is this to be reconciled with a policy of reducing the tax on domestic heating fuel?

The idea of taxing the child benefit paid to richer families sounds superficially fair, but it would raise big issues of principle in relation to the separate taxation of husbands and wives. Then again, the suggested tax-exempt scheme for retirement savings has its merits, but it could add to the confusion of regulations, and it is unclear how it would fit in with the wider reform of pensions.

More generally, there is a danger that, having set the macro-economy on auto-pilot, Mr Brown will search for ad hoc tax changes to prevent headline writers from calling his Budget boring.

Instead, he should say that his rules of macro-economic stability will be extended to the tax and benefits system, that he will make infrequent changes, and then only when he knows exactly where they are leading.

## Back on the brink

With the Northern Ireland peace process under threat as the main players stand deadlocked over the arms issue, it is imperative that a compromise is found, says John Murray Brown

The issue can no longer be ignored. In the next few weeks, the dispute over terrorist arms looks set to make or break Northern Ireland's fragile peace accord. Ten months after the Good Friday agreement, unionists and republicans are engaged in a trial of strength over whether Sinn Féin should be allowed to take seats in the province's new devolved government while the IRA, the party's military wing, holds on to arms. With politicians engaging in brinkmanship rather than looking for compromise, the danger remains that the province could be tipped back into violence.

Today the assembly will meet to ratify the proposed government structures agreed by the parties before Christmas. The initiative will then rest with Mr Mowlem who, as the Northern Ireland secretary, has powers to trigger the formation of the 10-member power-sharing executive which will take over running the province from London.

The government has set a target date of March 10 for responsibilities to be formally transferred from Westminster, but Ms Mowlem concedes some slippage is likely. If she proceeds with the establishment of the cabinet without the IRA starting to disarm, it is unlikely the Ulster Unionists will take up their posts. With the anti-agreement Democratic Unionists certain to decline the offer, the executive would effectively be dead.

If, on the other hand, Ms Mowlem allows the timetable to drift, Gerry Adams, the Sinn Féin president, has indicated the party would seek legal action against the government, while the political vacuum could be filled by dissidents intent on wrecking the process. Security chiefs are worried the IRA may resort to its "baptism of fire" strategy, with a swift bombing campaign, probably against targets on the UK mainland.

In such an atmosphere, suspicions abound. The Irish government was yesterday forced on to the back foot after newspaper reports suggested Bertie Ahern, the prime minister, endorsed the unionist position on prior decommissioning. But a government spokesman said Mr Ahern simply made the point that it was "unreasonable to expect the executive to be set up without an understanding of how the implementation of decommissioning would be taken forward".

The clarification will have gone some way to reassure republicans but will have done little for unionist confidence. But to outsiders, it is inconceivable that all that was painstakingly achieved by the Good Friday agreement could now unravel over what is an issue of timing, not substance.

On the face of it, the Ulster Unionist position seems reasonable. After all, public confidence in the new institutions could be badly damaged if Sinn Féin were sitting around the cabinet table while the IRA remained fully armed - albeit on ceasefire - outside the door.

Even the Irish government, which hitherto has argued it was premature to seek IRA decommissioning, conceded yesterday it was time republicans at least signalled their intent. However, by the letter of the agreement, Sinn Féin is under no obligation to meet the unionist request. Republicans feel unionists are



using the issue to exclude them from government. To the sceptical in the IRA's heartland, the row will be seen as evidence that the Protestant majority has still not come to terms with the need to share power with Catholics.

Martin McGuinness, Sinn Féin's chief negotiator, complained that the unionist veto had been resurrected, pointing out the IRA guns were not in use, which he said "underlines the IRA commitment to the search for a lasting peace settlement".

But beyond the brinkmanship is a deeper struggle over what the past 30 years have been about. The government's objective from the start of the peace process has been to secure Sinn Féin's place in democratic politics, in a way that stops the violence but also wins unionist acquiescence. Many ordinary unionists, however, feel democratic principles have been sacrificed for political expediency.

Unionist suspicions have been further aroused by the failure of the government to act against republicans for so-called punishment attacks, which is seen as evidence that the IRA is still prepared to use violence to get its way. On the other hand, republicans argue that in a resolution of a conflict where neither army is defeated, decommissioning by one side would be tantamount to surrender.

The government has refused to take sides in the dispute, while acknowledging the difficulties both face. Officials say most other aspects of the agreement are falling into place. On security issues, Chris Patten's police commission is due to report this summer on reforming the Royal Ulster Constabulary. More than

200 paramilitary prisoners - republican and loyalist - have been freed under the accelerated remission scheme contained in the agreement.

The agreement, however, is vague - deliberately so - about what is required of paramilitaries on decommissioning. Seamus Mallon, the nationalist deputy first minister, acknowledges it might have been better to nail down the issue, but he says the critical negotiations were left to the two governments.

The document says only that parties "work constructively and in good faith" with General John de Chastelain, who was appointed to oversee the destruction of arms, to achieve the decommissioning of all paramilitary arms by May 2000.

While it is not a precondition for Sinn Féin to be in the executive, the hope is that the IRA may feel more inclined to make a move once they see that the institution is up and running. Moreover, as all parties reap the benefits of the agreement, there would be public pressure on the politicians not to jeopardise progress by resurrecting the decommissioning issue.

The Ulster Unionists, however, say the requirements have already been massively watered down, from arms before talks to arms during talks - and now arms after talks.

If no gesture is forthcoming, the Ulster Unionists look set to table a motion to have Sinn Féin expelled. This would require the support of the moderate nationalist Social Democratic and Labour party, which would be unlikely to be given.

David Trimble, the Ulster Unionist leader, would then have to decide whether to pull out of the process or take the plunge in the hope that, with the SDLP's support, the IRA would be forced to move on decommissioning.

Bradan O'Leary, politics professor at the London School of Economics, says if the Ulster Unionists were to take up their seats, they would seize the moral high ground and "the clock would start ticking on decommissioning from day one".

However, the Ulster Unionists could invoke a provision which allows the agreement as a whole to be reviewed, thus bringing the process to a standstill.

One possible way out is for Ms Mowlem to establish the executive in shadow form only, ready to accept the powers to be transferred from Westminster. The appointment of ministers with shadow powers would provide a clear signal of the unionists' willingness to accept Sinn Féin into the cabinet. The hope is that this would create the space for republicans to offer something on decommissioning.

On Wednesday business leaders warned of the consequences of stalemate. They proposed that the setting-up of the executive should take place simultaneously, with the IRA and loyalist paramilitaries making the first moves on arms. However, as one unionist official said: "The problem we face is that Sinn Féin says the IRA will not decommission at all".

Any decision by Mr Trimble to compromise will contain a calculation of his chances of survival. He has already seen the defection of one assemblyman to the anti-agreement camp, leaving the

unionist block in the assembly split 29:29. Although key decisions can be pushed through with just 40 per cent of unionist support under the complicated power-sharing rules, it is unlikely Mr Trimble will want to move ahead unless he can be assured of majority support from within his own community.

Mr Trimble has to overcome a meeting of his party's 900-strong council on March 20. He will also have one eye on the forthcoming campaign for the European elections in June.

As he has done in previous contests, Ian Paisley, leader of the Democratic Unionists, is certain to out-poll Mr Trimble's candidate. With Robert McCartney, maverick leader of the tiny UK Unionists, hinting he may put up candidates in the election, the unionist vote could be further shredded, playing into Mr Paisley's hands.

An opinion poll last week suggested Mr Trimble had the overwhelming backing of party grassroots, but officials say his popularity is dependent on holding the line on arms. Mr Adams faces much less public dissent. However, Mr Adams must be concerned to avoid the internal splits that have afflicted the republican movement down the years.

While the deadlock persists, the possibility of a last-minute intervention by Tony Blair, the prime minister, or Bill Clinton, the US president, looks increasingly likely.

A compromise needs to be found. Both Mr Trimble and Mr Adams have staked their futures on the success of the Good Friday deal. Therein lies the main hope that a crisis can be avoided.

## OBSERVER

## Beefing up The Bay

Desperate times demand desperate measures. And desperate is the word that best describes Canada's two most venerable retailers, Hudson's Bay Company, the 328-year-old trading operation, whose voyageurs and fur traders opened up the Canadian west, is reduced to an ailing department store chain losing customers to discounters such as Wal-Mart.

In an effort to appeal to the baggy pants crowd, the store hired a market research firm that recommended The Bay, as its retail arm is known, become HBC. The strategy pioneered by Kentucky Fried Chicken, the US fast food chain now known only as KFC, is intended to make crusty old companies sound fresh again.

But monkeying with the moniker on Canada's oldest company hasn't gone down well with the Canadian public. After an outcry The Bay backed down and has announced it will keep its name - even with shares at a 12-year low.

T. Eaton Co., the department store chain controlled by Canada's most famous business family, should be so lucky. Half a century ago, Eaton's had almost 60 per cent of the Canadian department store market, but by 1997 it had declared bankruptcy. Since then, it's been trying to

revive itself with new management and new customers. Now, however, its announced another profit warning.

That has started rumours it is about to be bought by Cincinnati-based Federated, putting one of Canada's most famous companies into American hands. Perhaps then the store will be known as The Fed. How could it lose money then?

## Puddle muddle

Carnival in Panama doesn't have quite the same ring about it as Rio - and it might have something to do with the rules.

The festivities, centred on several days of spectacular water fights, have been in full swing. But revellers must pay attention to the strict dress code. In one town, revellers aren't allowed to wear masks or face paint; nor on any account can they dress as a policeman, fireman or nun.

In Panama City, fancy dress is out of the question in certain areas and after six o'clock at night - presumably to avoid a rash of pickpockets disguised as nuns. And anyone trying their best to make merry at night has the consolation of knowing the water they are spraying at each other has been inspected by the Department of Health.

But let's not forget those grounds for disease-ridden

mosquitoes. With that sort of fun, makes you wonder why anyone should bother.

## Cone alone

Britain's new super-watchdog for the financial services industry has been left with ice cream all over its face. A £10m advertising campaign by the Financial Services Authority was intended to bring the activities of the organisation to public attention. But the advertisements, showing dishonest ice-cream sellers and public house bar staff, drew an immediate complaint from the UK Ice Cream Alliance, which says they've hit sales. The Alliance reckons that if the FSA wanted to show dubious characters to drive home its message it should have used much-criticised financial intermediaries and not someone selling ices.

Complaints have been lodged - but now several MPs are jumping on the bandwagon, demanding the advertisements be withdrawn and calling for an apology to ice cream makers everywhere. Shadow Chancellor Francis Maude, who's calling on chancellor Gordon Brown to make a statement on several aspects of the FSA's activities, is being kept up to date on events.

And that's not all. Now the Federation of Licensed Victuallers is up in arms - complaining of the FSA's depiction of thieving bartenders.

A spokesman adds: "In any case, it's high on impossible for staff to pinch money nowadays, given the sophisticated machinery in use." The campaign is due to run for weeks yet - and the FSA says it didn't intend to victimise anyone in particular. Observer suggests Howard Davies, FSA boss, stays away from ice cream sellers for a few more weeks yet.

## Headlines

As rumours about cross-border mergers sweep the global automotive industry, Katsuhiko Kawasoe, president of Mitsubishi Motors, is under increasing strain. It seems everyone's been pressing him on what's really on his mind - and coming him for a word "ofuriko" - the Japanese term for off-the-record.

But Kawasoe, who claims to be in talks with several foreign carmakers, is saying nothing on strategy for Japan's third largest carmaker. "I've been trying to paste my hair to my forehead so nobody can see what's going on inside," he giggles. So stand by for an announcement - and a change of hairstyle.

## Smoked out

Could German chancellor Gerhard Schröder's fourth wife Doris be getting a bit grand? Offered a cigarette in a nightclub she's said by onlookers to have replied "Deutschland dankt" - Germany is grateful.

## Financial Times 100 years ago

Boon For Horses  
Advertisement: "The greatest boon for horses: By special appointment to Her Majesty the Queen, the Martin Horse-shoe. The Martin Shoe is in use in Her Majesty's Stables, the Royal Mews, Buckingham Palace, and has been for more than three years past. The shoe is non-slipping and absolutely does away with the need for pads or screws, and leaves the foot perfectly open and free to allow of its natural growth. Among the many advantages of the Martin shoe are the following: prevents jarring or concussion of the horse's legs; is as light as, and wears longer than, the ordinary shoe; gives a horse confidence and a firm grip of the road."

## 50 years ago

Egypt And The Suez Canal  
Cairo, Feb. 14. M. Georges Picot, a member of the Suez Canal Company delegation which has been negotiating with the Egyptian Government, has left for Paris to submit a draft agreement to the Board, it was reliably understood today. The Egyptian law of 1947 requires that 40 per cent of directors of companies in Egypt must be Egyptian.







John Doe Ltd.

# COMPANIES & MARKETS

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MONDAY FEBRUARY 15 1999

Week 7

this  
dying  
seats, even in the UK.

British Midland  
The Airline for Europe

## INSIDE

### New Holland to expand in the US

New Holland, the world's second biggest manufacturer of tractors, plans to expand in the US by shipping heavy-duty excavators from its newly-acquired plant in Germany. North America accounts for more than a quarter of the market for construction equipment. Page 17

**Norsk Hydro expected to restructure**  
Norsk Hydro, Norway's largest listed company, is expected to announce a restructuring plan involving cost cuts and staff reductions, together with a fall in 1998 results for the oil, agriculture and light metals group. Page 16

### Attention is set to focus on euro

Attention may focus on the prospects for the euro this week, although most analysts expect no interest rate cuts from the European Central Bank at its meeting on Thursday. Meanwhile on Friday, the US announcement of December trade figures is unlikely to turn many heads. Some economists have predicted that the US trade deficit will increase to \$16bn from \$15.5bn in November. Currencies. Page 20

### Weaker Real may help pulp exporter

A weaker currency and growing global demand should help Aracruz Celulose, Brazil's leading pulp exporter, reverse a collapse in profits. The group's net income in 1998 fell to US\$3.4m. In 1997 net income was US\$59.7m, itself half 1996's result. The Real has lost 36 per cent of its value since it began floating. Page 16

### Thai stocks pull back after tailspin

On Friday, the Thai stock market, which had been into a two-week tailspin that had seen the market fall 14 per cent, shot up 11 per cent. The turnaround came after the passage in the Senate of the first of five important measures to alter the country's bankruptcy and foreclosure laws. Emerging Market Focus. Page 17

### CIB chief quits over strategy rows

Adel El-Labban, the managing director of Commercial International Bank, Egypt's largest private sector bank, has resigned after rows with executives over how to expand beyond the commercial banking area. The nomination of his successor is expected within a week. Page 16

### Data may support US bond market

After today's Presidents Day holiday, the Treasury bond market faces a slew of economic data later in the week. The news may help the financial markets, but any sustained rally seems unlikely given that next week sees Federal Reserve chairman Alan Greenspan's Humphrey Hawkins testimony. Market Week. Page 18; See Global Investor.

### Book retailers try a new approach

Competitors have nibbled at the market share and profits of traditional book retailers, who have realised survival in the £1.9bn (\$3.1bn) industry depends on a new approach. Page 14

## FT GUIDE TO THE WEEK

— full listings Page 30

### INDONESIA TO NAME BANKS TO BENEFIT

Indonesia's government will today announce the 15 banks that have been nominated by the central bank and finance ministry to benefit from a recapitalisation scheme designed to bail out the country's beleaguered banking sector.

### TALKS TO END AIRPORTS ROW

On Wednesday, British and US government negotiators are scheduled to meet for talks in the latest attempt to defuse the ongoing row over flights and airport landing rights between the two countries.

### YELTSIN PLAYS HOST TO EU HEADS

A two-day European Union-Russia summit opens on Thursday in Moscow. Boris Yeltsin, president, will hold talks with Gerhard Schröder, the German chancellor, and EU officials.

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# London Docklands group considers IPO

By Norma Cohen, in London

Plan could finance completion of once-bankrupt Canary Wharf project

Shareholders of Canary Wharf Group, owner of the 85-acre estate in London's Docklands, are discussing an initial public offering early this year to finance completion of the final two-thirds of a project that could be worth £4bn (\$6.6bn) overall.

The completed office complex would have room for 90,000 workers.

The IPO would confirm the stunning reversal in the fortunes of the once-bankrupt project that is now viewed as

the second home to London's financial services sector.

Based on the value of existing property, the entire estate could have a market value of about £4bn.

At a meeting last week for members of its proposed investment banking syndicate, Canary Wharf officials outlined plans for completion of the project. Aside from new office space, the plans also call for creation of retail space, parkland, residential housing, leisure facilities and hotels.

Canary Wharf has chosen as its financial advisers a group of banks that proved early supporters of the project.

In addition to Morgan Stanley Dean Witter and Credit Suisse First Boston — its first two tenants — the group also includes HSBC, which last year opted to move its headquarters from the City into a new 1.1m sq ft headquarters at Canary Wharf.

Also in the group is Bankers Trust International, its chairman, Lord Levene, is the man

widely credited with having brought crucial tenants into the site when its future was in doubt in the early 1990s. Cazenove is broker to the potential IPO.

Immediately before the IPO, Canary Wharf is expected to make a special dividend payment of about £40m to £45m to the company's shareholders.

The original shareholders include CNA Financial Corporation, Franklin Mutual Series Fund, affiliates of Republic New York Corporation and

companies associated with Prince Al-Waleed bin Talal and Paul Reichmann, the original developer of Canary Wharf.

Canary Wharf will also make a £50m pre-payment to London Underground Ltd in respect of future obligations to contribute towards construction and operation of the Jubilee Line Extension.

The size of the IPO has not yet been decided. However, according to the company's annual report and accounts for the year ended June 30 1998,

completed investment properties were valued at £1.34bn. Land under or for development is valued at book cost of £106.2m.

The group reported gross profits for the year of £27m, up from £21.2m the year before. However, Canary Wharf Holdings recorded a pre-tax loss for the year of £68m, up from a loss of £11.4m as of June 30, 1997. The 1998 loss includes an exceptional £27.1m charge relating to pre-payment of debt, while 1997 figures were inflated by an exceptional £18m gain on the sale of land and completed property.

# Cobalt is a hot metal again

MRG's gamble on high prices in a volatile market has paid off

By Paul Solomon

Users and traders of cobalt could be forgiven for feeling they have missed something. Just weeks ago, with the price of the metal languishing at a nine-year low of \$6 a pound, many in the industry seemed certain that prices would stay low.

Now the price is \$18, and a third of the world's supply appears to be under the control of one trader, London-based MRG Cobalt Sales.

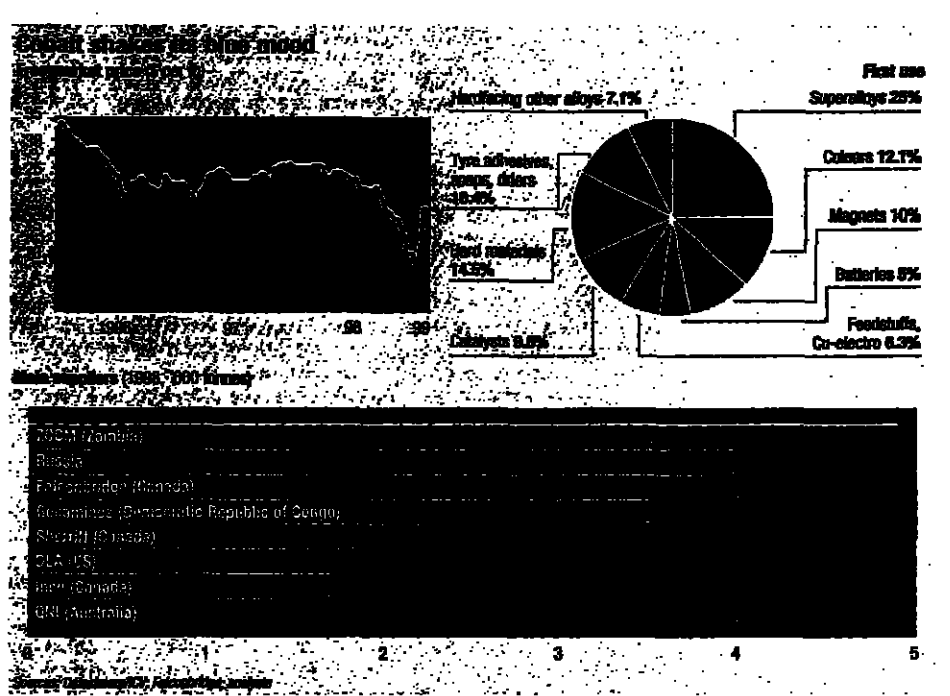
Traders in minor metals are used to volatile prices. The metals are used for a wide range of industrial applications such as super alloys and specialty chemicals. When a new application is found, demand rises and prices jump; when it is replaced by another metal, the price falls again.

The cash market, where buyers and sellers deal with each other rather than through a regulated exchange, also means prices react quickly to changes in supply and demand.

Cadmium underwent a remarkable surge during the 1980s, jumping from 50 cents a pound in 1987 to more than \$8 a year later, supported by the invention of nickel-cadmium (NiCd) rechargeable batteries. As NiCd batteries have been superseded, cadmium's use has returned to specialised industrial applications and the price has dropped to around 25 cents.

Cobalt, too, has seen high prices before.

"It was especially volatile in 1978, when political upheavals



in Zaire and Zambia — which then provided 50-70 per cent of the world's cobalt — meant supplies were uncertain," said a trader. "Prices came down after the opening up of the Soviet region, when Russia began exporting its cobalt."

As recently as June last year, cobalt was above \$20 a pound. Then producers, traders and consumers started to believe the market was oversupplied and prices began to fall.

"It's a relatively small market," said an analyst. "Annual supply is about 30,000 tonnes, and last year there was a perception that there was about 2,000 tonnes more than was needed."

The Asian crisis also played a part. Falling demand from industry meant cobalt producers and consumers were reluctant to hold stocks; supplies

were run down and buying delayed.

MRG began building its stocks even as the price was falling.

A deal with ZCCM of Zambia last October gave it the right to market the mining company's cobalt across much of the world. ZCCM is one of the biggest suppliers, producing 5,000 tonnes of cobalt last year.

Last month MRG completed a similar deal with Gecamines of the Democratic Republic of Congo, supplier of 3,500 tonnes of cobalt last year. The trader also acquired what it said were "substantial quantities" of cobalt from the company.

It was then that alarm bells began to ring.

Large producers had sold cobalt. They could barely satisfy customers. Russian exports were delayed when shipping routes froze. As base

metals prices faltered, Norilsk, the mining giant that produces cobalt as a by-product of nickel, announced output cuts. Rumours said other plants would close.

"While most people had persuaded themselves cobalt would stay cheap, MRG had been positioning itself with a series of shrewd deals," said a trader. "We woke up one morning to find they had most of the deliverable metal."

The only readily available source of free market cobalt is the US Department of Logistics. It sells a limited amount of cold war stock by tender.

The January sale was heavily oversubscribed, with MRG outbidding its rivals. The next sale will be on February 22. Traders warn that instead of relaxing the squeeze on cobalt supplies, frantic bidding could push prices higher.

# BMW decision on 'downmarket' move imminent

By Hagl Simonian, Motor Industry Correspondent

BMW will take a decision this month on developing a new small car below its existing range in a move that could decisively affect Rover and safeguard its Longbridge plant in the UK.

Developing a 2 Series below BMW's lowest priced 3 Series range could form the basis for a shared "platform" — or engineering architecture — that could also be used for new cars to replace Rover's 200 and 400 models.

The future of the 200 and 400 replacements, and indirectly of Longbridge, where they are built, has hung in the balance because of doubts within BMW over whether Rover could sell enough to warrant the massive investment in a new platform of its own.

BMW has traditionally refused to move below the 3 Series for fear of damaging its brand image and margins. Any moves downmarket have been limited to developing a shortened 3 Series "Compact" to attract new buyers.

However, a decision on whether to move downmarket and develop a shared platform with Rover is expected soon.

The difficult choices had been postponed because of the deep rivalry between Bernd Pischetsrieder, BMW's former chairman, and Wolfgang Reitzle, his rival and de facto deputy, both of whom were removed this month.

The decision will now fall to Joachim Milberg, Mr Pischetsrieder's replacement, and BMW's largely reconstituted

board. BMW chiefs acknowledge strategic differences between Mr Pischetsrieder and Mr Reitzle, which also pervaded lower management and had almost paralysed decision-making. While Mr Pischetsrieder favoured maintaining Rover as a full range brand, Mr Reitzle wanted to focus on profitable niches such as Land Rover and MG.

Developing a 2 Series, using front wheel drive rather than BMW's traditional rear wheel drive, has been discussed intermittently for years.

However, the success of VW's Audi executive cars subsidiary — and particularly of BMW's arch-rival Mercedes-Benz — in going downmarket is believed to have influenced BMW's latest thinking.

Sales of Mercedes-Benz's unconventional new A Class reached about 150,000 last year, in spite of safety concerns, without apparently damaging the prestige brand.

BMW's hesitation over replacing Rover's 200 and 400 stemmed from boardroom differences over whether such vehicles could be profitable. Strong competition in the mid-sized car market has led analysts to believe that only high volume platforms of at least 500,000 cars annually could be profitable. Rover's 200 and 400 replacements alone would not generate the sales required.

Sharing a platform with a 2 Series would allow Rover to gain the required economies of scale. The use of a shared platform would mean the new BMW could even be built at Longbridge on the same production lines as the Rovers.



RICHARD WATERS  
GLOBAL INVESTOR

# Inflation alarm bells ring

Today being the annual President's Day holiday in the US, the incumbent in the White House would be forgiven for allowing himself a moment's smugness.

The trappings of an impeachment trial are over. The US economy is again defying the pundits by refusing to take a time-out after two years of near 4 per cent growth. What could go wrong now?

One distant alarm bell, perhaps, is ringing in the bond markets. The past couple of weeks have been truly bloody for anyone who owns Treasury bonds. As prices have fallen, the yield on 30-year securities has headed back towards 5.5 per cent in a hurry. These are the sort of yields that prevailed before last autumn's international financial crisis.

There are two messages here. One is that the international investors whose appetite for Treasuries has fed the bull market in bonds and, indirectly, stocks — and who will be increasingly needed to finance a burgeoning trade deficit — are getting harder to attract.

The other is that the balance in the domestic economy between inflation and deflation has tipped again. Wall Street seems to have made the same miscalculation at the start of this year as it has in each of the past four: the economy is showing little sign of cooling off after the red-hot fourth quarter of 1998.

Either way, it could be bad news for stocks. And what's bad for stocks these days is

bad for America. It's not higher earnings that have sustained the bull market for the past two years, but lower long-term interest rates — to be specific, a decline in the yield on the long bond from 7 per cent to 4.7 per cent at its low point last autumn. That has led to the expansion in the price/earnings multiple that has been the feature of this late-cycle jump in equity prices. Until now, the economic crisis spreading out from Asia has fed this process.

The US has become a big importer of price deflation and foreign capital looking for a safe home.

The latest twist in the Japanese crisis is different. The black hole that is the Japanese economy looks as big as ever, but a liquidity trap has sent bond yields soaring (compared with last autumn, anyway).

"There will be an easier monetary policy over time — the only question is how much foreplay we have to go through to get there," says David Hale, chief economist at Zurich Financial Services in Chicago. It is difficult to predict how this political process will unfold, though. And until it does, bond yields in the 2-2.5 per cent range could continue to suck Japanese capital out of the Treasury bond market.

European bond yields are also facing a period of unexpected firmness. Political considerations rule here, too. The new European Central Bank is becoming caught in the sort of political bind it must have feared. Labour

unrest in Germany, a German finance minister threatening fiscal easing if interest rates do not fall soon — it all adds up to the sort of show of strength that will stop the ECB from easing soon. All of this points to higher yields in bond markets worldwide, at least in the short term.

Domestic news has also played a big part in the US bond market's February tumble. It wasn't long ago that a recession this year seemed a distinct possibility. More recently, economic growth had seemed set to fall back into the 2-2.5 per cent range widely seen as sustainable over the longer term. Now the first half of 1999 looks like being another record-breaker.

In theory, higher bond yields should help supply the brakes. The overheated housing market should slow, as should the wave of mortgage refinancing that has helped support consumer spending.

These "shoulds" have been around a long while, though. As Neal Soos, US economist at Credit Suisse First Boston, points out, the retreat in bond yields may only mark the passing of the crisis mentality that prevailed during last autumn's upheaval. Leaving aside the lower short-term interest rates, these are the financial conditions that prevailed last summer.

Until now, an unlikely surge in productivity late in the economic cycle has kept the lid on US inflation. But the back-up in yields is a reminder that this may not carry on indefinitely.

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## COMPANIES &amp; FINANCE

ELECTRICITY GENERATOR BELIEVES SHARE PRICE UNDERVALUES ITS INTERNATIONAL BUSINESS

## National Power may float overseas interests



Keith Henry: looking to boost share price

By Andrew Taylor, Utilities Correspondent

National Power, Britain's second largest electricity generator, is considering floating its international power interests in a bid to boost its flagging stock market performance.

The company last week suffered a setback in its bid to increase its UK electricity supply interests when United Utilities pulled out of merger talks which would have created a multi-utility with a combined market capitalisation of more than £10bn.

Shareholder concerns about National Power's prospects are thought to have increased following the revelation that it was considering linking with United Utilities power distribution and water interests in north-west

England as well as buying its regional electricity supply business.

The generator previously had said it did not want to run a power distribution business but was only interested in buying supply operations which would give its power stations direct access to customers. Ian Byatt, the water industry regulator, is also threatening to impose a big price cut on North West Water, owned by United.

A rise in National Power's share price since the announcement that merger talks had failed indicates that the market was not convinced that a multi-utility acquisition followed by a break up of United's water and distribution interests would have released the necessary value.

National Power's share

price has fallen from 694p in January last year to 626p at Friday's close as the pricing policy and market share of large UK generators have come under fire from the industry regulator.

Keith Henry, chief executive, believes that the current share price undervalues its growing international power business. The group has been looking at a number of options to boost its value including having off its growing overseas power business as a prelude to a possible flotation or partial share sale.

The overseas business has a book value of £1.5bn compared with the group's current market capitalisation of about £6.5bn.

National Power has committed about £2bn to international interests, acquiring stakes in 21,000 MW of over-

seas capacity, of which its share is equivalent to about 7,000MW. This compares with 16,000MW owned by National in the UK. Only AES energy group of the US has a larger international business.

The fall in National Power's share price is considered by some analysts to have made it vulnerable to a possible takeover. Several US groups, including Duke Energy, are believed to have been considering a bid.

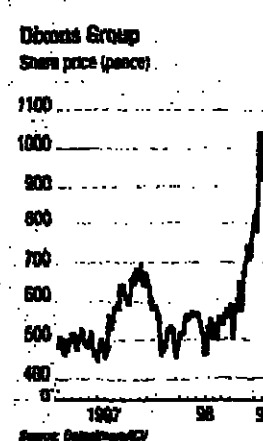
National meanwhile remains keen to expand its UK electricity supply interests following its agreed takeover of Midlands supply operations at the end of last year. It has offered to sell its Drax coal fired power station in Yorkshire in a bid to satisfy requests from the regulator that it reduce its market share.

## COMMENT

## Dixons/Freeserve

Should Dixons float Freeserve? The electrical retailer's free internet service has certainly proved a spectacular success, garnering more than 1m subscribers since its launch last September and verging on an early break-even. But since Dixons' shares have outperformed the market by more than 50 per cent in the same period, there may be little value now left to be released. Valuing each subscriber at, say, £1,000 would make Freeserve worth about £1bn or some 235p per share. Yet Dixons' shares have already risen by more than twice that amount since the Freeserve launch.

Still, pent-up demand for internet stocks could fetch a higher value per subscriber. In any case, it makes sense to allow Dixons' shareholders to determine the extent of their internet exposure, especially as the synergies sacrificed in a complete demerger, largely in marketing costs and in-store software distribution, do not seem too good to miss. Roll on the UK's first large pure-play internet stock.



## Small takeover activity on increase

By Virginia Marsh

Last year's fall in valuations of many smaller quoted UK companies has led to a surge in takeover activity and bid premiums are rising, according to Merrill Lynch.

In a report published today, the US investment bank says that 15 per cent of companies in the FTSE SmallCap index in September have been or are in bid or merger situations.

The increase in corporate activity has been behind the sector's strong performance

in recent weeks: in the past month the FTSE SmallCap index has outperformed the FTSE All-Share by 10 per cent after lagging it by 21 per cent last year.

The bank expects the bid activity to continue. This is both because, it says, smaller companies are still trading at significant discounts to larger ones, and because institutional interest in smaller companies has waned.

Institutional investors have therefore been putting pressure on small companies

to merge or participate in takeovers as a way of gaining critical mass.

"Some traditionally more benign institutions have clearly become more proactive in their attitude to underperforming companies," says Tim Steer, small companies' analyst at Merrill Lynch.

"We still believe that in the future there will be more focus on the larger, smaller companies. But for the moment it is a game of 'spot the bid' in smaller companies and we should continue

to see outperformance." Despite the recent improvement, the FTSE SmallCap was still trading at a 37 per cent discount to the market based on 1998 earnings forecasts at the beginning of this month.

The bank says the engineering and support services sectors have been among the most active.

It predicts further consolidation in these areas as well as in the brewing/restaurant, paper and packaging, property and leisure sectors. The bank also found a

growing gap between market valuations of smaller companies and the prices trade buyers are prepared to pay for them.

The average bid premium for deals under £400m rose from 33 per cent in the final quarter of 1997 to 43 per cent in the same period last year. According to the bank, the average has now risen to 62 per cent.

The increased activity, as well as a drop in the number of floatations, has led to a decline in the number of listed smaller companies.

## Dixons may float internet business

By Christopher Price

Dixons, the UK's biggest electrical retailer, is open to the idea of floating its Freeserve free internet service. John Clare, chief executive, said a Freeserve flotation "may become an issue which we will have to think about in due course."

Valuations on internet shares have reached dizzy heights, particularly in the US. Compaq, the US computer company, recently announced it was spinning off its Alta Vista internet search engine group on Nasdaq in order to take advantage of the huge demand for internet stock.

Freeserve has been a phenomenal success for Dixons, attracting more than 1m registered users in the five months since launch and making it the UK's biggest internet service provider (ISP). Its growth is such that Dixons has brought forward the break-even date from the end of 1999 to April.

Mr Clare said: "We clearly have a retail group which is doing well and have investors who want to invest in that. But these are not the same investors who might want to go into a higher risk internet stock."

He made clear that Freeserve's value to Dixons operations remained uppermost in considerations about its future. Freeserve's popularity has forced other ISPs, most of which charge a monthly subscription, to re-examine their business models. Last week, British Telecommunications announced its first free service, as did Tesco.

Mark Danby, general manager of Freeserve, said the strategy was to continue building up the customer base and to promote user loyalty. This was being achieved through the addition of services, such as entertainment, news, finance and games. It is launching an integrated web site and store concept for the computer games market.

## Insurers amass 'billions' in excess capital

By Andrew Bolger, Insurance Correspondent

General insurance companies are sitting on billions of pounds of excess capital that should be redeployed or returned to shareholders, according to research by AT Kearney, the management consultants.

Its analysis of the results of nearly 1,000 US property and casualty insurance companies claims the sector is overcapitalised by as much as \$270bn-\$380bn, and continental European and UK general insurers are similar.

Although there has been a deterioration of the underlying profitability, excluding investment returns, of US general insurers since the late 1970s, AT Kearney says the sector's ratio of incurred losses and loss-adjusted expenses to net premiums has remained constant.

However, the ratio of their loss reserves and investment surplus to premiums has more than doubled.

Stefan Spohr, a consultant, said: "Growth in capital in conjunction with earnings deterioration suggests that extraordinarily large catastrophe losses are expected or that results are consistently under-reported."

Richard Hines, a vice-president with AT Kearney, said: "People always talk about

the need to be ready for a major catastrophe, but even huge earthquakes in California or Japan could not justify this build-up in capital. Individual insurance companies do accept there is a problem, but it's always the other company that is overcapitalised."

He also points to the role of the US-based rating agencies such as AM Best, Moody's and Standard & Poor's, and the cautious attitude of insurance regulators, who operate at state, rather than federal, level.

Mr Spohr said: "In some states regulators are elected, so politics can intervene." The analysis suggests several factors are driving this capital growth cycle, locking insurers' performance into a downward spiral.

AT Kearney says insurers can break out of this cycle by determining risk-adjusted return and capital requirements. So far, the model has been applied to one large US reinsurer in an 18-month project which Mr Hines said was "very, very successful".

The consultancy is now talking to a number of property and casualty insurers in the US, UK and Europe.

As well as helping managers with capital allocation, the analysis also supports the consolidation trend already evident in the sector.

## Indonesia problems delay UPM-Kymmene project

By Nicholas George, in Stockholm

UPM-Kymmene, one of Europe's leading forestry groups, says political and economic turmoil in Indonesia has delayed its paper and pulp joint venture in the country. It is now renegotiating the project with its partner Asia Pacific Resources International (APRI).

Juha Niemela, UPM-Kymmene's chief executive, said April would not be able to complete the building of two pulp and paper mills in Sumatra by the end of 1999.

"We are renegotiating and

at the least we need a new time schedule. How to proceed in Indonesia is now an open question," he said.

Last week StoraEnso said it was postponing its \$1.5bn pulp joint venture in Brazil due to problems in financing the project.

Under the terms of the original deal UPM-Kymmene had been offered a 30 per cent share of fine paper company relying on three new mills built by April, two in Sumatra, and one in Changshu, near Shanghai, in China.

The agreement on the Chinese mill has been renegoti-

ated and the mill will start production in March, however April has struggled to raise financing for the second mill in Sumatra.

Mr Niemela's comments came as UPM-Kymmene reported a strong rise in pre-tax profits in the 12 months to December, up from FM5.57bn to FM8.54bn (\$1bn to \$1.6bn).

Excluding net capital gains, mainly from the sale of Nokia shares, pre-tax profits rose to FM7.5bn.

Earnings per share were FM22.68 (FM15.55) with a proposed dividend raised from FM5.50 to FM6.50.

## Text 100 considers move to main market from Ofex

By Dan Bilefsky

Text 100, a public relations consultancy, is likely to move from Ofex to London's main market this year.

Text hopes to raise either up to £2m through a placing or at least £500,000 to cover flotation costs. If successful it will increase the proportion of free floating shares from about 12 to 25 per cent.

The directors are likely to provide a proportion of the shares with the balance coming from a stock issue.

The company reported a 9

per cent increase in pre-tax profits to £1.35m (£1.2m) on turnover up 46 per cent to £16m (£11m) in the year to July 31.

A dividend of 1.4p (1.2p), up 20 per cent, is payable from flat earnings per share of 3.2.

Text, an international consultancy serving the technology industry, listed on Ofex in March 1997 at 30p. The shares have more than doubled to 60p, and the company said it was ready to reach out to a broader group of investors.

Tom Lewis, chairman, said: "We hope the move will encourage greater liquidity in the stock and raise a small war chest to finance organic growth."

Last year Text opened eight new offices in North America, Asia and Europe and in this financial year has opened subsidiaries in London, Tokyo and Singapore, bringing the total to 24. Its strategy is to become a global IT consultancy.

The float is being sponsored by ARM corporate finance.

## Reading between the covers all is not what it seems

Michelle Joubert turns over the pages to reveal that times are changing rapidly in the world of book retailing

Every year, London's Charing Cross Road draws thousands of literature lovers to its book shops, which have lined the street for nearly a century. Love of books, not cold business principles, seems to keep the stores alive.

Shoppers should savour this atmosphere. Despite more competition from new groups, the internet and supermarkets, many UK book stores have clung to traditional methods.

But strategies in this £1.9bn industry are changing. Relative to the total, consumers are spending less on literature. Book retailers are allowed to discount more. Stores, with profitability threatened, realise survival depends on a new approach.

It's not all bad news for book retailers. But investors should take note: listed retailers, including WH Smith, the UK's largest, and supermarkets such as Tesco and Asda, are changing fundamentally.

The wake-up call to retailers clinging to the old ways first came from predatory competitors, nibbling at mar-

ket share and profits. Analysts say until recently WH Smith was a case in point.

Shares of WH Smith climbed recently on news that the group would join the internet retail wave and, says an analyst, investors' conviction that management has reacted too completely.

"The group was desperately under-managed," he says. "So it was vulnerable to competition, particularly from supermarkets. But that's changing. Management is now focusing on the chain's range and layout. Operations are improving."

WH Smith's range is wider than that of supermarkets, which benefit from economies of scale. But, says the analyst, WH Smith's high street stores target a similar market and are most likely to be hurt by expanding book stores in supermarkets.

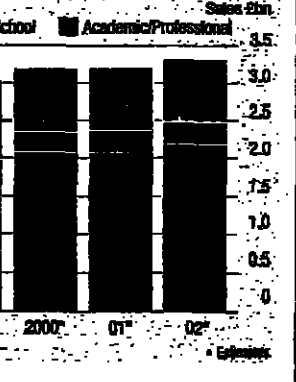
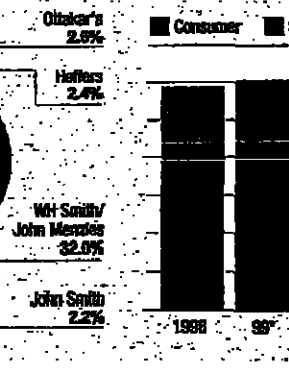
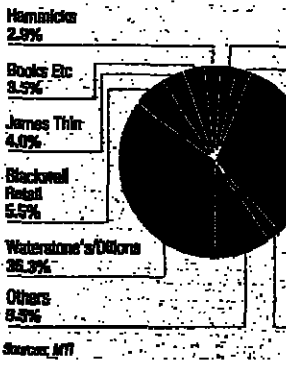
Book sales are fairly new to supermarkets, which according to consultants Market Tracking International have about 6 per cent of the total market. Their book divisions are still too small to influence their share prices. Tesco says since Christmas like-for-like

sales of books are up 40 per cent on the previous period. Discounting, allowed since the net book agreement (NBA) ended in 1995, is an important part of the supermarket's book strategy and probably the biggest weapon of all large retailers. Supermarkets say the effect of NBA was to stop book retailers from modernising operations by carrying out promotions which generate traffic through stores.

This, of course, hurts independent stores which the Booksellers Association says have declined in numbers. Analysts say these, mostly unlisted, are the worst affected. Book shop numbers have fallen slowly since 1995, independent faster than chains.

Verdict, the retail consultants, forecasts that sales volume growth in books, newspapers and stationery will be one of the slowest of all consumer sectors between 1998 and 2008 - only half a per cent a year. That is higher, the consultants estimate, than the 0.1 per cent growth for the decade to 1998.

With discounting now



allowed and the book sector tough, some companies have chosen to merge with others to improve economies of scale. Dillons, the retail chain, has acquired former rival Waterstones for £200m from WH Smith. Books Etc was bought by US-listed chain Borders.

These groups, knowing that books are impulse buys, aim to win favour from shoppers through store entertainment facilities and stocking their vast stores with books to cater for all.

The companies reckon this is how they will gain market share. But, says an analyst: "I query the economies of superstores, which are

labour-intensive and traditionally slow to turn stock, unless there are very few. Soon there could be too many of these stores."

Analysts differ over whether these large shops, which are as affected as small shops with limited range by burgeoning internet groups like US-based Amazon.com. But profitability of all book shops is threatened. Verdict forecasts that by 2003, book sales via this medium would reach 18 per cent of all books sold in the UK.

Concerns about the effect of internet sales on book retailers includes those with internet divisions such as WH Smith and US-based

stores Barnes & Noble and Borders. Share prices of these US-based competitors, now in the UK, are dropping due to factors including worries about internet retail and lower consumer spending. The exceptions are shares of internet-based retailers such as Amazon, as yet unprofitable.

Book shops on Charing Cross Road will probably survive, boosted by tourist interest. With chains most easily able to cope with new industry conditions, not all independent stores will be as fortunate. For investors, it will be worth watching how listed retailers adapt to the industry's metamorphosis.

## MEDIA

## Pearson set to sell financial unit

Pearson, owner of the Financial Times, is expected this week to sell a financial data operation to Primark, the US group, for £15m-£20m. The deal involves the research products arm of its Exel subsidiary.

The Exel operation, which provides data on about 15,000 companies, will add to Primark's existing company database operations. These include Worldscope, which focuses on US companies and Datas, a French operation.

The agreement will leave within the Financial Times Group Exel's Exshare business, which provides end-of-day security prices. This fits with Interactive Data Corporation, which provides similar information in the US. About 300 staff are expected to transfer from the FT group to Primark under the agreement. Primark will acquire the name as well as the assets, and is entering a long-term agreement to supply financial data to the FT.

Exel's research products division, founded on Exel cards giving company data, is estimated to have been losing £3m a year on turnover of about £12m. Pearson has been seeking a buyer for the operation for several months.

Exel was acquired by Pearson in 1993 for £74m, as a way of expanding its financial publishing operations. However, it is now concentrating on expanding the Financial Times itself and developing its FT.com internet site. John Gapper

## RECRUITMENT

## Select expands in Finland

Select Appointments, the specialist recruitment group, has acquired a Finnish office staffing company, continuing its expansion into the Nordic region.

The group has also paid £4.5m for a controlling interest in Beresford Blake Thomas, a supplier of personnel to the contract engineering and medical and social care sectors.

The acquisitions fit in with Select's ambitions to grow in specialist areas and to expand in continental Europe. Select has acquired a 70 per cent interest in Office Help of Finland for an initial consideration of FM6m (£1.1m). Last year Office Help had sales of FM7.4m, up 89 per cent.

Select has bought an 85 per cent stake in Beresford, which has four UK offices. Last year Beresford increased sales 63 per cent to £14.7m. Michael Peel

## ELECTRONIC CARDS

## Mondex sells Japan franchise

Mondex International, the electronic cash card provider, has sold its franchise for Japan to a consortium made up of Sanwa Bank, MasterCard International and JCB, the Japanese credit card company. The electronic cards, which are charged with money before use, will initially be launched in a small pilot scheme.



THURSDAY 11/11/1964

**Dixons/Freeserve**

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## STATISTICS

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## Brain on YPF and lipid integration

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# New Holland



## Bulgaria sets deadline for BTC sell-off bids

By Kevin Dore  
and Kevin Hope in Sofia

The Bulgarian government has set a deadline of March 15 for final bids for a majority stake in BTC, the state-owned telecommunications utility, in the country's biggest privatisation deal.

Four west European telecoms operators - Deutsche Telekom, KPN of the Netherlands, Telefonica of Spain and OTE of Greece - are in negotiations with the government to determine the final terms and conditions for the acquisition, which is expected to value BTC at between \$1bn and \$1.5bn.

The sale of a 51 per cent stake in BTC is the flagship deal in Bulgaria's belated privatisation programme, and a crucial condition for securing further financial support from the International Monetary Fund and the World Bank. It will be one of the largest privatisation deals in east Europe this year.

Antoni Slavinski, president of Bulgaria's Committee of Posts and Telecommunications, said the government had "no ambition to keep a big stake" in BTC. A further 10 per cent will be sold to employees later this year and an initial public offering of shares is planned to take place in two to three years in agreement with the strategic investor. Deutsche Telekom is advising the government.

The government is offering potential investors a licence to establish a second GSM mobile telephone network in Bulgaria in competition with Mobitel, the existing GSM operator owned by private Bulgarian and Russian investors, Eastern Market Telecom, Bul Sym and First Financial.

BTC owns a 39 per cent stake in Mobikom, the previous generation analogue mobile phone operator in which Cable and Wireless of the UK holds a 49 per cent stake, and which is keen to

gain an interest in the new GSM licence.

The government had ruled out offering the second GSM licence under a separate international tender, and was determined that it would form part of the BTC privatisation deal, said Mr Slavinski.

Compared with other countries in central and east Europe, Bulgaria has a high level of telephone lines installed - almost 35 lines for every 100 inhabitants - but the quality of services is poor.

Only about 15 per cent of local exchanges have been digitalised, and partly lines still account for around half the network. Revenues per line are among the lowest in Europe.

The strategic investor in BTC would be granted a monopoly on fixed-line local, long-distance and international voice telephony services until the end of 2002, when services would be liberalised, Mr Slavinski said.

## Telecom Italia pay TV talks off

By James Ritz in Rome

Telecom Italia is breaking off negotiations with Rupert Murdoch's News Corp Europe over the sale of Stream, its pay TV subsidiary, ending two months of negotiations over a possible deal.

In a further indication that Mr Murdoch could be looking at alternative ways of pursuing his ambitions in the European pay TV business, Telecom Italia issued a short statement on Saturday that it "confirms the interruption of talks with News Corp on the sale of Stream".

News Corp Europe immediately said that "the interruption of negotiations on Stream by Telecom Italia does not alter News Corp Europe's interest in Italy".

News Corp Europe said it was still talking to TFI, the French terrestrial television station controlled by the Bouygues industrial group, about ways of getting a foothold in the Italian market.

"We are evaluating with TFI the points on which Telecom Italia decided to interrupt the negotiations to see whether there is scope either to reopen them or, if there is not, to find other possible ways of entering the Italian market," News Corp Europe said.

Mr Murdoch had been seeking to acquire an 80 per cent stake in Stream since Christmas, hoping that this would be a basis on which to broadcast Italian soccer on pay TV.

However, his bid to buy Stream appears to have run aground on the basis of new Italian government anti-trust rules, which were rushed through last month amid fears he would monopolise the market in broadcasting soccer.

The Italian government ruled that no single broadcaster could be allowed control of more than 60 per cent of the rights to broadcast Italian Serie A soccer.

The break-off of talks also fuels speculation that Mr Murdoch could consider joining forces with Canal Plus, the French pay TV group, whose Telepiù subsidiary already has a foothold in the Italian market.

According to some accounts, Canal Plus is pressing News Corp to abandon plans to challenge Telepiù in Italy and join forces to pursue ambitions elsewhere in Europe.

However, any co-operation involving a combination of Canal Plus and BSkyB, the pay TV company founded by News Corp, would face enormous regulatory hurdles.

## EMERGING MARKETS ACCOUNTING AT FINANCIAL INSTITUTIONS HAS LED TO CONFUSION

# Banks lead Thai downturn

By Ted Barakats in Bangkok

What a difference a day makes. Until Friday, the Thai stock market was well into a two-week tailspin that had seen the market fall 14 per cent. And then, in one day the market shot up 11 per cent and is now less than 20 points off its level of a fortnight ago.

The immediate reason for the startling turnaround was the passage on Friday in the politically conservative Senate of the first of five important measures designed to fundamentally alter the country's bankruptcy and foreclosure laws.

Until now, these laws have been extremely biased towards delinquent debtors, which has held up a much needed component of Thailand's economic recovery - debt restructuring.

Debt restructuring would help reduce the huge levels of non-performing debt at Thai financial institutions, lowering the country's overall bank recapitalisation bill and giving banks the confidence to begin lending once again.

With banks accounting for 33 per cent of Thailand's market capitalisation, the new laws are crucial to the direction of the overall market.

"If the other bills pass as easily as this one did then we're off to the races, if we're not already running," said one breathless trader.

Yet it would still be wise to consider the reasons for the market's recent tailspin, also led by the banks. The fall coincided with a painful and expensive learning process among investors, ana-

lysts, bankers and regulators about the minutiae of Thai bank accounting.

Two weeks ago Bangkok Bank president Chatsiri Sophonpanich told an investor conference that his bank's non-performing loans (NPLs) were 48 per cent of total lending.

Although many financial institutions in Thailand have even worse NPL figures, this number came as a shock; Bangkok Bank is considered one of the better banks in the country and most estimates had NPLs at just over 40 per cent.

In the following days, Bangkok Bank shares fell more than 20 per cent and the bank saw \$1.3bn in market capitalisation wiped out. This was not a good thing for a bank that needs to raise more capital, or for other bank shares which were also dragged down.

In the struggle to understand the number, it took Bangkok Bank 10 days to explain that what it meant when it said "non-performing loans" was actually classified assets.

There are several differences, primarily the fact that a good loan to a bad customer (one who has other loans that haven't paid interest for three months) is considered classified, but still performing.

In addition, some banks have more stringent definitions of classified assets than the central bank itself. Bank of Asia, for example, uses US GAAP because it is a consolidated subsidiary of Dutch bank ABN Amro. At the end of the year its NPLs were 39.3 per cent of all loans; its classified loans stood at 64 per cent.

Furthermore, it is classified assets for which the central bank requires banks to set aside hefty provisions. "What was really hammering the bank shares was provisioning needs going forward," says Andrew Maule, Thai banking analyst at ABN Amro Asia Securities Trading. "If Bangkok Bank is applying a more rigorous standard than the implications for the rest, for the system, are bad."

However, Bangkok Bank should have been rewarded by the market for keeping a more realistic set of books, rather than taking the beating it got. After all, at the end of the third quarter of 1998, the difference between NPLs and classified assets provided for by Thai Farmers Bank, the darling of the market, was a hefty 28 per cent.

Part of the blame lies with Bangkok Bank itself. At a press briefing last Wednesday, it became clear that the chairman of the bank's executive board and former finance minister Kosit Panpanich didn't know the difference between an NPL and a classified asset.

It took a friendly investment banker in the audience to pull interested reporters aside to argue Bangkok Bank's case.

At some level, the fact that Mr Kosit didn't understand his own bank's accounting policy is a good sign, one that shows the bank is indeed so conservative that it truly doesn't distinguish between a classified loan and an NPL.

Yet it is unfortunate that after a 10-day double-digit fall in the bank's shares, it was still out of touch with the confusion in the market and unable to rectify it.

"I wish I knew," said Mr Kosit shrugging his shoulders when asked why the market was so focused on questions surrounding the 48 per cent number.

This sort of admission from a senior Thai banker is as important to keep in mind when the market is going up as it is when it is going down.

## Indonesia raises Freeport royalties

By Sander Thoenes in Jakarta

Freeport McMoran, the US mining company that operates the world's third largest copper mine, has agreed to raise royalty payments in return for approval of its expansion plan.

Kuntoro Mangkusubroto, Indonesia's mining minister, said royalties would be doubled on copper, and tripled for gold and silver.

This should ease a running dispute between Free-

port, which had been close to former president Suharto, and members of the new government who long resented the company. Freeport declined to comment.

The royalties agreement should pave the way for a boost in capacity to 300,000 tonnes of ore per day, from the current level of approximately 210,000 tonnes, although Mr Kuntoro has cited concerns about the environmental impact of expansion.

Higher royalties will put more pressure on Freeport's cash-flow, already hit by a drop in prices, but the impact will be limited as they are indexed to metal prices, which have dropped steadily in recent years.

Royalty payments - for gold and silver included - amounted to 3.6 per cent of production costs for copper or 2.9 per cent of gross profit per pound in the third quarter of 1998. But the price per pound of copper has

since dropped further, from 74 cents in the third quarter to 66 cents by year-end.

As Freeport Indonesia, the mining subsidiary, sold 1.42bn pounds of copper last year, royalty payments should have totalled about \$17m but full results have yet to be released. Freeport earlier expected taxes, royalties and dividend to Indonesia to cost some \$227.5m in 1998. Net income for 1998 was \$118.3m, down from \$208.5m in 1997.

## ABN Amro boosts funds 27%

By Jane Martinson,  
Investment Correspondent

Demand for pan-European equity products helped ABN Amro asset management, the fund management arm of the Dutch-owned bank, increase assets under management by 27 per cent last year.

Almost all of the increase, from \$115.5bn (£70.3bn, US\$79.5bn) to \$149.1bn, was the result of new business and rising stock markets.

The most successful business area was ABN's European equity funds, which attracted \$13.4bn last year in the run-up to the launch of the single currency.

Jaap Fieret, chief executive of the division, said the increase in these funds resulted from good performance and the "transfer of euro-denominated assets".

The euro is expected to lead to significant amounts of portfolio restructuring as domestic investors shift money into other markets in the euro-zone.

At the same time, ABN's European funds performed well last year. The Trans Europe Fund outperformed the MSCI Europe benchmark by 16.5 percentage points in the year while the AAF Europe Equity Fund outperformed by 10.3 points.

The group is keen to

expand in the US market but Mr Fieret said yesterday: "It is extremely unlikely that we will make a bid for an independent US fund manager, largely because of questions of culture and price."

There were other gaps in the group's business, including the UK pension fund market, but Mr Fieret said he was happy with the existing strategy of organic growth.

ABN bought Banco Real, the Brazilian bank, last year, which added \$16bn to funds under management.

The group's banking parent will publish its results later this month.

## US buy lifts Atlas Copco

By Nicholas George  
in Stockholm

Atlas Copco, the Swedish engineering group, reported a 14 per cent rise in operating profits, boosted by the recently acquired US rental division, but warned that it expected profits to fall in the first half of 1999 as demand weakened in Europe and Latin America.

The company saw operating profits rise to SEK4.35bn (\$528m) in the 12 months to December from SEK3.81bn a year earlier as sales rose to SEK33.74bn from SEK30.08bn.

Prime Service, the US rental equipment company Atlas Copco acquired in

1997, accounted for more than half the rise in operating profit. Prime Service's sales increased by 29 per cent in 1998 with internal growth accounting for half of this.

Gjullie Mazzalupi, chief executive, said Prime Service would continue to expand. "We will continue to take part in the consolidation of the American industry at the same time that we grow organically," he said, pointing to the fact that Prime Service was currently present in only 20 states in the US.

Although demand for equipment rental is seen as continuing to expand, over-

all demand for the company's products in the first half of 1999 is expected to be lower than in 1998.

The company said the outlook for demand in Europe was somewhat weaker, with a sharp decline expected in Latin America. In the US, demand is expected to remain at its present level.

"Prices for our products are definitely not going to rise. For some products and in some areas prices will go backwards," Mr Mazzalupi said.

Earnings per share rose to SEK12.44 from SEK12.03 with the board proposing a dividend of SEK4.50 compared with SEK4.25 a year earlier.

## Matav to raise penetration

By Robert Wright in Budapest

Matav, the Hungarian telecoms operator, plans to increase telephone penetration in Hungary in response to forecasts of a slowdown in the company's recent sharp earnings growth.

It announced the plans as it announced net earnings of Ft58.3bn (\$388m) for 1998, a 92 per cent rise on last year's Ft36.8bn. The earnings, at the bottom end of analysts' expectations, were struck on sales up 25 per cent to Ft318bn. The growth figures in Hungarian forint terms were flattered by Hungary's relatively high inflation, which ran at just over 10 per cent for the year.

Elek Straub, Matav's chairman and chief executive, said the company

planned by 2000 to drive telephone penetration in Hungary up to above 40 lines per 100 people, from the present 35.4 per cent.

The company also underlined what it said was the success of a campaign to generate demand for telephone lines, which brought 125,000 orders.

The moves seemed to be aimed at calming fears over an expected slowdown in the company's profit and revenue growth as previous inefficiencies were removed, staff numbers reduced and unsatisfied demand for lines was met.

The planned increase in market penetration, itself represents a marked slowdown from the increase of 12 lines per 100 people recorded over 1998.

However, Matav continued to improve profit margins over the year. Operating profit was Ft96.1bn, up from Ft74.1bn in 1997, to give a profit margin of 30.2 per cent against 29.2 per cent.

Pre-tax profit margins improved more sharply as two companies in which Matav holds a minority stake moved from contributing Ft288m of losses last year to profits of Ft302m.

One analyst said it had always been obvious Matav's profit growth would slow during the present year. He forecast net earnings of Ft61bn, putting the company on a forward price/earnings ratio of 17.2 times, almost twice the average Budapest stock exchange level.

However, when compared with the average European

telecommunications company's P/E of 24.9 times, the company was much cheaper, with far greater growth potential.

Matav's figures came at the end of a heavy results week on the Budapest stock exchange. Among others were disappointing figures from Hungary's two biggest chemical companies, TVK and BorsodChem.

TVK saw pre-tax profits fall 21 per cent to Ft14.7bn, from Ft18.6bn last year, with the company blaming the fall on a 20 per cent slump in prices for its main products brought on by the fall in oil prices.

BorsodChem also disappointed analysts, despite raising pre-tax profits to Ft10.1bn from Ft8.54bn last year.

## New Holland plans US expansion

By Peter Marsh

New Holland, the world's second largest manufacturer of tractors, is aiming to expand in the US by shipping heavy-duty excavators there from a newly acquired plant in Germany.

North America accounts for more than 25 per cent of the \$750m world market for construction equipment. Over the next five years New Holland intends to increase by 50 per cent the production of construction machines from a factory in Berlin bought as part of its purchase late last year of Orenstein & Koppel, a leading German machinery maker, with a large proportion of these destined for North America.

New Holland, based in London, is majority-owned

by Fiat, the Italian automotive group, and listed on the New York Stock Exchange.

The venture illustrates the increasing globalisation of the construction machine industry, in which leading participants have in the past few years stepped up efforts to set up plants or marketing operations outside their main regions.

Industry leaders include Caterpillar and Case of the US, Japan's Komatsu, Volvo of Sweden, Switzerland's Liebherr, and JCB of the UK. New Holland wants to reduce its dependence on farm equipment, which last year accounted for 60 per cent of its sales of \$5.7bn.

Although the company is a strong number two in the industry to Deere, the US machinery supplier, profits among most large agricul-

tural equipment makers are expected to be depressed for the next two years because of a slump in worldwide farming investment.

Umberto Quadrino, New Holland's chief executive, said that up to now New Holland had had only a marginal impact in the heavy construction machine business in North America.

This is because its main excavator subsidiary - a joint venture with Hitachi, the Japanese machinery maker - is precluded from operating in both North and South America under the terms of a separate venture that Hitachi has with Deere.

However, New Holland's new O&K subsidiary will have no such restriction. It bought O&K for a nominal sum - believed to be less than DM100m (£50m, \$80m)

- from Krupp, the German engineering group merging with Thyssen.

O&K made a loss on sales of DM900m last year, but Mr Quadrino believes it is capable of generating profits relatively quickly under the new ownership.

Last year, it produced 2,000 construction machines, most of them excavators, from its Berlin plant, which employs some 2,000 people. Mr Quadrino said planned production would increase to 3,000 a year by 2004.

New Holland's increased activities in North America will bring it into increased competition not only with the Deere/Hitachi excavator venture but also with other large companies with a strong presence in this area, including Caterpillar and Komatsu.

### Financial Times Surveys

## Isle of Man

Thursday April 22

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### Lloyds Brasil Asset Management SICAV

1, rue Schiller, L-2519 Luxembourg  
R.C. Luxembourg N° B 56223

Notice is hereby given to the Shareholders of an Extraordinary General Meeting of Shareholders of LLOYDS BRAZIL ASSET MANAGEMENT SICAV will be held at the registered office in Luxembourg, 1, rue Schiller, on 25 February at 11 a.m. with the following agenda:

1. Modification of the Articles of Incorporation.  
Article 1, clause 1, is modified as follows:  
There exists among the Shareholders and all those who may become holders of shares, a Company in the form of a société anonyme, qualified as a société d'investissement, capitalised in shares under the name of Lloyds Brasil Asset Management SICAV.

Article 5, clause 2 is modified as follows:  
The minimum capital of the Company is the equivalent in Dollars of the United States (\$80) of fifty million francs luxembourgeois (Frux 50,000,000) or such other amount that may be determined by the Luxembourg Law.

Article 10, 1<sup>st</sup> sentence is modified as follows:  
The annual general meeting of Shareholders shall be held, in accordance with Luxembourg Law, at the registered office of the Company, or at such other place in Luxembourg as may be specified in the notice of meeting at 10 a.m., on the third Tuesday of November in every year.

Article 21, clause 8 is modified as follows:  
If there fail to be maintained (pursuant to requests for redemption or conversion) on any Dealing Day more than five per cent of the number of shares of the class concerned then in issue, the Directors may decide to reduce proportionately the redemption requests to such 5% level and to postpone the rest of them which has not been redeemed for the next Dealing Day(s) provided that such postponed requests will be given priority over subsequent requests.

Article 25, clause 1, 1<sup>st</sup> sentence is modified as follows:  
The accounting year of the Company shall begin on the 1<sup>st</sup> June of each year and shall terminate on the 31<sup>st</sup> May of the next year.

These resolutions will require a quorum of one half of the outstanding shares and will be adopted if voted by a majority of two thirds of the Shareholders present or represented at the Extraordinary General Meeting.

12. Modification of the composition of the Board of Directors.  
Acknowledgement of the resignation of Mr Leonard Piant and Mr Roberto Paschoali from the Board of Directors and granting them discharge;  
- Election of Mr Roy Gillen as new Director of the Board for a period of six years;  
- Re-election of the nomination of Mr Peter Phillips and Mr Colin Mitchell as new Directors of the Board for a period of six years.

- Increase of the management fee of Brazil International Fixed Income Fund from 1.75% to 2.5%, Brazil Equity Fund from 2.50% to 3.50%, and Brazil Private Equity Fund from 2.50% to 3.50%.

We would like to remind you that in the event you disagree with the change in the structure, you have the right to redeem your shares free of charge. These resolutions will require no quorum and will be adopted if voted by a majority of the Shareholders present or represented at the Extraordinary General Meeting.

By order of the Board of Directors

### ROBERT FLEMING EQUITY DERIVATIVES LIMITED

Up to 10,000,000 Floating Call Warrants Issued by Robert Fleming Equity Derivatives Limited and Guaranteed by Robert Fleming & Co. Limited on 14 October 1998.

relating to Ordinary Shares of Manchester Business School plc (the "Warrants")

Words and expressions defined in the terms and conditions of the Warrants shall have the same meaning in this notice.

Notice is hereby given pursuant to Condition 6.1 of the Warrants that subsequent to a rights issue effected by the Underlying Company on 29 January 1999, the Exercise Price is adjusted to EUR 164.50 and the Entitlement is adjusted so that Condition 4.2(a) reads:

"Each 5 Warrants relate to 1 Security (subject to adjustment in accordance with Condition 6 below) of the Underlying Company exercisable to purchase one Security upon payment of the Exercise Price together with any applicable Exercise Expenses and subject to and in accordance with the Conditions."

Robert Fleming & Co. Limited  
as Principal Warrant Agent  
12<sup>th</sup> February 1999







# Switzerland

Monday March 22

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Housing Finance Agency  
8 1/4% 2018 Ir4.375  
Japan Devt Bank 8 1/4%  
Nts 2001 \$418.75  
Kingfisher 8 1/4% Bds 2007  
£81.25  
Prospect 2 Class A Nts 2005  
£182.69  
Do Class B 2007 \$1892.07  
Do Class C £95.91  
Readcut Int 0.63p  
Rothchild's Continuation 9%  
Nts £90  
Scottish Metropolitan Prop  
10 1/4% Deb 2016 £5.125  
SONAR 1 Class A FRN 2021  
£115.71  
Do Class B FRN 2021 £208  
Do Class C FRN 2021  
£224.19  
Tajiri 6.4% Bds 2001  
Y640000  
Tokyo Electric 7% Nts 2007  
£350  
Vridian Uns Nts 2003  
1.883p  
Yates Bros 1.38p

**TOMORROW**  
Abbey Ir5.5p  
Barclays Bank 6 1/4% Nts  
2004 £85  
BES Overseas Series A NV  
Prf \$0.47  
Chester Asset Rec No3 FRN  
2003 \$1826.14  
Colgate-Palmolive \$0.275  
Hallifax 6 1/4% Bds 2004 £86  
Do 10 1/4% Bds 2018 £1060  
Owen Migs Lns 1 FRN Jun  
2029 £225  
Do Class A2 FRN 2029  
£201.51  
Do Class M1 FRN 2029  
£276.10  
Do Class M2 FRN Jun 2029  
£215.60  
Do Class B FRN Jun 2029  
£260.08  
Owen Migs Lns 2 Class A1  
FRN Dec 15 2030 £453.86  
Do Class A2 FRN Dec 5  
2030 £501.51  
Do Class B FRN Dec 15  
2030 £294.38  
Do Class M FRN Dec 15  
2030 £227.81  
Do Class S FRN Dec 15  
2030 £282.06  
Racal ADR \$0.0888  
State Bank of New Sth  
Wales 7% Bds 2004 A\$70

**WED FEB 17**  
Aberdeen High Inc Tst 2p &  
(Spec 1p)  
Aire Valley Finance Class A1  
2039 £720.10  
Do Class A2 FRN 2039  
£1793.01  
Baggeridge Brick 3.15p  
Barnsley Metro Borough  
Council 8% 2017 £4  
Easportmans FRN 2003  
£27.95  
FirstGroup 2.5p  
Peabody 10 1/4% 2923  
£5.125  
Slough Ests 7 1/4% 2010  
£71.25  
Sud Landesbank Cap Mkts  
7 1/4% 1995/99 DM71.25  
Warburg SG 9% Nts £90

**THURS FEB 18**  
National Treasury Servs FRN  
2002 £1788.78  
Archimedes Inv Tst Inc 23p  
Bank of Scotland FRN 2000  
£15286.80  
BOC 6 1/4% Bds 2004 £67.50  
Bradford & Bingley BS FRN  
2003 £39.05  
Century Inns 5.3p  
Credit Foncier de France  
10 1/4% Ln 2011 £256.25  
European Inv Bank 8% Bds  
2006 Ir4p  
Field 3.6p  
Glaxo 10% 1st Mtg 2018  
£5  
Hallifax Collared FRN 2003  
£39.05  
Int'l Bank of Rec & Dev't  
10 1/4% Nts 1999 £518.75  
LAB 7 1/4% Bds 2019  
£3.5825p  
NatWest Primary Cap FRN  
Series B \$303.47  
Robert Wiseman Dairies  
1.4p  
State Bank of New Sth  
Wales 9 1/4% Bds 2003  
A\$82.50  
Yapi Kredi Finance 10% Nts  
2002 \$50

**FRI FEB 19**  
Allied Domecq 15.6p  
Do ADR 15.6p  
Arcadia 7p  
Bass ADR \$0.6693  
Carpetright 9.5p  
Chevron \$0.61  
Debenhams 5.9p  
Derrmans Elect 2.5p  
Evans Halshaw 11.5p  
Flerning Confl European Inv  
5% Prf 1.361844p  
Korea Exchange Bank FRN  
2006 \$7716.59  
Murray Intl Tst 3.35p  
NatWest Var Cap 2008  
£163.24  
Royal Bank of Scotland  
17.47p  
Siemens DM1.50  
**SAT FEB 20**  
Stanley Leisure 1.65p

### UK COMPANIES

**TODAY**  
BOARD MEETINGS:  
Finals:  
Mersey Docks & Harbour  
Norak Hydro  
Royalblue

**TOMORROW**  
COMPANY MEETINGS:  
Baggeridge Brick, Chamber  
of Commerce House, 75,  
Harborne Road, Birmingham,  
12.00  
Fountain Forestry, Whately  
Hall Hotel, Banbury, Oxon,  
11.30

**THURSDAY**  
FEBRUARY 18  
COMPANY MEETINGS:  
Glaxo Leisure, The Institute  
of Chartered Accountants,  
Moorgate Place, EC2, 11.00  
LPA, 21, New Street,  
Birmingham, 12.00  
St Mary's Church,  
Kiddminster,  
Worcestershire, 12.00

**BOARD MEETINGS:**  
Finals:  
Glaxo Wellcome  
Halifax

**FRIDAY**  
FEBRUARY 19  
COMPANY MEETINGS:  
Alders, Four Seasons Hotel,  
Hamilton Place, Park Lane,  
W1, 11.00  
SHL Group, SHL  
Management Centre,  
Woodstock Lane North,  
Long Ditton, Surrey, 12.00

**BOARD MEETINGS:**  
Finals:  
Abbey National  
Beta Global Emerging

**WEDNESDAY**  
FEBRUARY 17  
COMPANY MEETINGS:  
Stakis, Stakis Dunblane  
Hotel, Dunblane, Perth,  
11.15

**BOARD MEETINGS:**  
Finals:  
Allied Irish Banks  
BP Amoco  
Dobbies Garden Centre  
Woolwich  
WPP  
Zeneca

**Interims:**  
Allied Carports

*Company meetings are  
annual general meetings  
unless otherwise stated.*

Please note: Reports and  
accounts are not normally  
available until approximately  
six weeks after the board  
meeting to approve the  
preliminary results.

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comprehensive since  
companies are no longer  
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Department; Mr Richard Stroud, The  
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# Pressure on ECB

By Melanie Carroll

Attention may focus on the prospects for the euro this week, although most analysts expect no interest rate cuts from the European Central Bank at its meeting on Thursday.

Steve Barrow, currency strategist at Bear Stearns, said he expected to see the euro sink to \$1.12 or \$1.10.

"We think there's more chance than most in the market of a cut, but it may be a little bit premature," Mr Barrow said.

"Political pressure on the ECB is not good for the euro's cause. It's inappropriately high at the moment," he added.

Meanwhile on Friday, the US announcement of December trade figures is unlikely to turn too many heads, said Mr Barrow.

Some economists have forecast the US trade deficit will increase to \$16bn from \$15.5bn in November.

"But the release of data, even US data, hasn't flus-

tered the market for a long time. It's also a day ahead of the G7 meeting in Bonn," he said.

During the week, the market will still be speculating on the effects of the Bank of Japan's cut in interest rates last Friday.

Japan is believed by many to follow other central banks in cutting interest rates. However Mr Barrow expects to see cuts later in early September, followed by the US and the Bank of England in October, then the ECB in November.

"I'm sure some will say the BoJ and BoE cuts are a co-ordinated way to drop rates before the G7 meeting," Mr Barrow said.

In the UK, January retail sales data released on Thursday are expected to show a rise of between 0.5 per cent and 1.5 per cent.

They fell 1 per cent in December.

Mr Barrow said he expected sterling to fall over the week against the euro.

## CURRENCIES & MONEY

### POUND SPOT FORWARD AGAINST THE POUND

Feb 12	Closing mid-point	Change on previous day	Afternoon average	Days' bid low high	Low bid	High bid	Low offer	High offer	Three months' bid low high	Low bid	High bid	Low offer	High offer	Six year bid low high	Low bid	High bid	Low offer	High offer	Spk of ex. index
Europe	16.8003	-0.0018	719 - 825	19.5222	16.8570	18.9494	-	-	22.1875	22	22	18.470	20	102.8	-	-	-	-	-
Australia	58.2615	-0.2299	585 - 601	58.0440	58.2140	58.1723	-	-	57.9526	22	57.95	2.0	62.7	-	-	-	-	-	-
Canada	101.1747	-0.0400	374 - 450	101.7084	101.8230	101.7238	-	-	101.8084	17	101.975	15	102.9	-	-	-	-	-	-
Denmark	15.9502	-0.0555	865 - 938	16.0000	15.9500	15.9743	-	-	15.8542	22	15.8418	20	15.8	-	-	-	-	-	-
France	6.4770	-0.0038	720 - 810	6.4670	6.4680	6.4694	-	-	6.4652	22	6.4652	20	6.46	-	-	-	-	-	-
Germany	2.2587	-0.0011	650 - 700	2.2587	2.2587	2.2594	-	-	2.2582	22	2.2582	20	2.258	-	-	-	-	-	-
Greece	1.6553	0.0001	372 - 482	1.6543	1.6540	1.6547	-	-	1.6570	21	1.6518	-5.6	62.8	-	-	-	-	-	-
India	1.11370	-0.0040	374 - 385	1.1403	1.1395	1.1392	-	-	1.1217	22	1.1149	28	94.2	-	-	-	-	-	-
Italy	2.29745	-0.1200	685 - 835	2.28532	2.29145	2.29222	-	-	2.28214	22	2.29028	-2.0	92.8	-	-	-	-	-	-
Luxembourg	58.2615	-0.2299	585 - 601	58.0440	58.2140	58.1723	-	-	57.9526	22	57.95	2.0	62.7	-	-	-	-	-	-
Netherlands	1.0012	-0.0131	372 - 400	1.0012	1.0012	1.0012	-	-	1.0012	22	1.0012	20	1.001	-	-	-	-	-	-
Norway	12.6259	-0.0050	715 - 763	12.6238	12.6230	12.6444	-	-	12.4957	-18	12.5100	-0.7	98.2	-	-	-	-	-	-
Portugal	263.640	-1.1820	528 - 771	263.267	263.800	263.111	-	-	262.862	22	263.807	-20	92.8	-	-	-	-	-	-
Spain	240.380	-0.9639	286 - 438	240.500	240.150	239.942	-	-	239.873	22	240.873	-2.0	92.8	-	-	-	-	-	-
Sweden	1.12718	-0.0009	440 - 488	1.12718	1.12718	1.12718	-	-	1.12718	22	1.12718	20	1.127	-	-	-	-	-	-
Switzerland	2.2582	-0.0059	049 - 070	2.2702	2.2702	2.2595	-	-	2.2582	40	2.2582	3.5	103.0	-	-	-	-	-	-
UK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
US	1.4448	-0.0059	441 - 454	1.4480	1.4429	1.4421	-	-	2.1399	22	2.1457	2.0	-	-	-	-	-	-	-
South Africa	1.19800	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Argentina	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Brazil	1.6226	-0.0033	262 - 290	1.6501	1.6216	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Canada	3.1040	-0.0235	951 - 128	3.1555	3.0713	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Chile	2.4208	-0.0159	324 - 352	2.4214	2.4209	0.5	2.4203	0.5	2.4203	0.5	2.4222	0.1	76.5	-	-	-	-	-	-
China	16.2452	-0.0035	290 - 375	16.2550	16.2008	16.2553	-22.3	17.2172	-20.0	16.807	-21.0	16.8	-	-	-	-	-	-	-
India	1.2294	-0.0029	300 - 328	1.2510	1.2510	1.2505	-	-	1.2502	-0.1	1.2502	-0.1	105.0	-	-	-	-	-	-
Mexico/Middle East/Asia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Australia	2.2509	-0.0211	180 - 228	2.2529	2.2508	2.2474	-0.7	3.5755	0.5	2.570	-0.2	81.9	-	-	-	-	-	-	-
Hong Kong	1.1501	-0.0131	330 - 370	1.1501	1.1501	1.1501	-	-	1.1501	-	1.1501	-	-	-	-	-	-	-	-
Indonesia	1.17510	-0.0035	065 - 075	1.14550	1.09140	1.14322	-26.1	1.55659	-34.1	1.92023	-30.5	-	-	-	-	-	-	-	-
Israel	6.9182	-0.0007	690 - 720	6.9454	6.9454	6.9454	-	-	-	-	-	-	-	-	-	-	-	-	-
Japan	1.6460	-0.0042	102 - 135	1.6750	1.6460	1.6460	-	-	1.6390	48	1.7758	4.7	154.2	-	-	-	-	-	-
Malaysia	1.1177	-0.0040	372 - 400	1.1177	1.1177	1.1177	-	-	-	-	-	-	-	-	-	-	-	-	-
New Zealand	2.2589	-0.0242	620 - 687	2.2577	2.2589	2.2589	-	-	2.2574	1.1	2.2582	0.4	92.8	-	-	-	-	-	-
Philippines	62.7203	-0.2374	722 - 818	62.5818	62.7222	62.6555	-42.2	60.8862	-47.6	60.568	-7.7	-	-	-	-	-	-	-	-
South Korea	1.1501	-0.0131	330 - 370	1.1501	1.1501	1.1501	-	-	1.1501	-	1.1501	-	-	-	-	-	-	-	-
Taiwan	2.7553	-0.0141	542 - 585	2.7572	2.7470	2.7404	-3.0	2.7345	-30	2.8597	-2.1	-	-	-	-	-	-	-	-
South Africa	1.5934	-0.0043	286 - 438	1.5954	1.5934	1.5934	-	-	1.51799	-0.5	102.84	-0.4	-	-	-	-	-	-	-
South Korea	1915.44	-0.0131	330 - 370	1917.20	1917.20	1917.20	-	-	1917.20	-	1917.20	-	-	-	-	-	-	-	-
Thailand	1.1501	-0.0131	330 - 370	1.1501	1.1501	1.1501	-	-	1.1501	-	1.1501	-	-	-	-	-	-	-	-
Thailand	01.1738	-0.0032	770 - 780	01.2700	01.2400	01.2400	-	-	01.2400	-	01.2400	-	-	-	-	-	-	-	-

Prices for Feb 11. Bid/offer quotes on the Put and Sell side show only the low bid and asked prices. Bid/ask fees calculated by the Bank of England, these assume market 1980 - 1991, time.



# EURO PRICES

## EQUITIES

# Bourses look to bond yields for direction

**EUROPEAN OVERVIEW**  
By Khazim Merchant

Euro-zone equity markets will this week take their cue from the bond markets and the general direction of yields. US yields have risen recently, with the spread between 10-year treasuries and 10-year bunds now breaching the historic resistant level of 120 basis points.

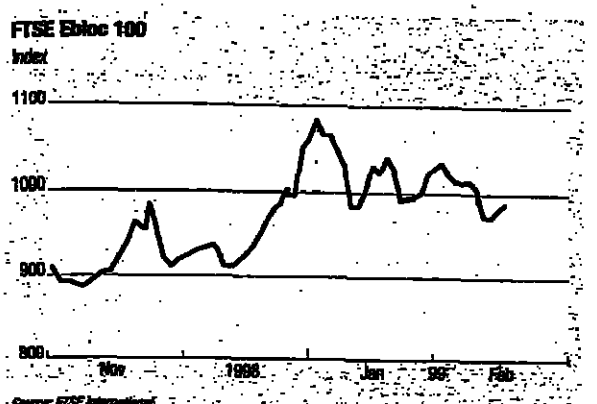
The movement has been driven by the continuing strength of the US economy, which continues to amaze, in contrast to the sluggish euro-zone economy. This bond market backdrop is likely to make euro-zone equity markets hesitant, says Joe Hall at Deutsche Bank. "European equities have gone from being concerned solely with slow growth and valuations to

being concerned about direction of bond yields and the impact of valuations on equity markets," he said. This nervousness will affect high-value sectors such as telecoms, pharmaceuticals and technology. Telecoms was one focus of attention last week, with British Telecommunications reporting better-than-expected third-quarter results, partly the result of strong

uptake of internet usage. Telecoms stocks will continue to motor ahead, say analysts. If France Telecom reports similar trends, it will be in holding on to market share. Panafon, which has traditionally led the domestic field, is under pressure from two aggressive rivals, stet Hellas and Cosmote.

Barclays will report its full-year results this week and analysts expect a figure of about £1.9bn, marginally up on last year. Elsewhere the European motor industry will be the focus of intense interest following the breathless pace of restructuring in the sector. Speculation is mounting of a cross shareholding arrangement between Volkswagen and BMW.

Analysts say it would make economic sense to rationalise production at Rover, BMW's troubled UK subsidiary, alongside a volume producer such as VW.



**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**IN THREE MONTHS EURO FUTURE (LFF) 6m 100-pts**

Month	Open	High	Low	Est. vol.	Open int.
Mar	98.50	98.50	98.50	3444	12700
Jun	97.00	97.00	97.00	2183	11304
Sep	97.00	97.00	97.00	2832	8820
Dec	96.50	96.50	96.50	1187	7048

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Sep	97.00	97.00	97.00	2832	8820
Dec	96.50	96.50	96.50	1187	7048

**IN EURO STYLE EURO FUTURE 100 INDEX OPTION (MS) 6m 100-pts**

Month	Open	High	Low	Est. vol.	Open int.
Mar	275.0	275.0	275.0	23	794
Jun	275.0	275.0	275.0	23	794

**OTHER INDICES**

Index	1997	1998	1999
DJ Stock 50	2500	2600	2700
DJ Euro 50	2500	2600	2700
MSC Europe	2500	2600	2700

**FTSE EURO TOP 300**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**AEROSPACE & DEFENCE**

Company	Price	Change	Vol
BAE Systems	12.50	+0.10	10
Boeing	12.50	+0.10	10

**AUTOMOBILES**

Company	Price	Change	Vol
VW	12.50	+0.10	10
BMW	12.50	+0.10	10

**BANKS**

Company	Price	Change	Vol
HSBC	12.50	+0.10	10
Barclays	12.50	+0.10	10

**ELECTRONIC & ELECTRICAL EQUIPMENT**

Company	Price	Change	Vol
Siemens	12.50	+0.10	10
Alcatel	12.50	+0.10	10

**ENGINEERING & MECHANICAL**

Company	Price	Change	Vol
Rolls Royce	12.50	+0.10	10
BAE	12.50	+0.10	10

**FOOD & DRUG RETAILERS**

Company	Price	Change	Vol
ASDA	12.50	+0.10	10
Next	12.50	+0.10	10

**FOOD PRODUCERS & PROCESSORS**

Company	Price	Change	Vol
Unilever	12.50	+0.10	10
Glaxo	12.50	+0.10	10

**FORESTRY & PAPER**

Company	Price	Change	Vol
Wiggins Teape	12.50	+0.10	10
Wiggins Teape	12.50	+0.10	10

**GAS DISTRIBUTION**

Company	Price	Change	Vol
British Gas	12.50	+0.10	10
British Gas	12.50	+0.10	10

**GENERAL RETAILERS**

Company	Price	Change	Vol
Next	12.50	+0.10	10
Next	12.50	+0.10	10

**CONSTRUCTION & BUILDING**

Company	Price	Change	Vol
Arrol-Johnston	12.50	+0.10	10
Arrol-Johnston	12.50	+0.10	10

**DISTRIBUTORS**

Company	Price	Change	Vol
Next	12.50	+0.10	10
Next	12.50	+0.10	10

## FTSE Actuaries Share Indices

Index	1997	1998	1999
FTSE 100	1900	2100	1800
FTSE 250	1900	2100	1800
FTSE 350	1900	2100	1800

**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**FTSE EURO 100**

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Jul	2100	2800	1900
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Index	1997	1998	1999
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Jul	2100	2800	1900
Dec	2800	2900	1800

**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

## BONDS

### INTEREST RATE SWAPS

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800

**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
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**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
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**FTSE EURO 100**

Index	1997	1998	1999
Jan	1900	2100	1800
Jul	2100	2800	1900
Dec	2800	2900	1800



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OFFSHORE  
AND OVERSEASBERMUDA  
(FSA RECOGNISED)

Fund Name	Price	Change
Barclays Bermuda Fund Ltd	100.00	0.00
Barclays Bermuda Fund Ltd	100.00	0.00
Barclays Bermuda Fund Ltd	100.00	0.00
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BERMUDA  
(REGULATED)\*\*

Fund Name	Price	Change
Barclays Bermuda Fund Ltd	100.00	0.00
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Barclays Bermuda Fund Ltd	100.00	0.00

CAYMAN ISLANDS  
(REGULATED)\*\*

Fund Name	Price	Change
Barclays Cayman Fund Ltd	100.00	0.00
Barclays Cayman Fund Ltd	100.00	0.00
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**Serving Institutional Investors Worldwide**

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## WORLD STOCK MARKETS

+/- High Low Pct			+/- High Low Pct			+/- High Low Pct		
18.50	-1.18	19.68	17.19	0.2	17.39	+0.38	17.77	18.15
18.30	-1.00	19.30	16.98	2.8	17.1	1.50	18.50	19.00
18.10	-0.78	18.88	16.78	3.2	17.0	1.20	18.20	18.70
17.90	-0.58	18.48	16.58	3.6	16.9	1.00	17.90	18.40
17.70	-0.38	18.08	16.38	4.0	16.8	0.80	17.70	18.20
17.50	-0.18	17.68	16.18	4.4	16.7	0.60	17.50	18.00
17.30	0.02	17.32	16.02	4.8	16.6	0.40	17.30	17.80
17.10	0.22	17.12	15.82	5.2	16.5	0.20	17.10	17.60
16.90	0.42	16.92	15.62	5.6	16.4	0.00	16.90	17.40
16.70	0.62	16.72	15.42	6.0	16.3	-0.20	16.70	17.20
16.50	0.82	16.52	15.22	6.4	16.2	-0.40	16.50	17.00
16.30	1.02	16.32	15.02	6.8	16.1	-0.60	16.30	16.80
16.10	1.22	16.12	14.82	7.2	16.0	-0.80	16.10	16.60
15.90	1.42	15.92	14.62	7.6	15.9	-1.00	15.90	16.40
15.70	1.62	15.72	14.42	8.0	15.8	-1.20	15.70	16.20
15.50	1.82	15.52	14.22	8.4	15.7	-1.40	15.50	16.00
15.30	2.02	15.32	14.02	8.8	15.6	-1.60	15.30	15.80
15.10	2.22	15.12	13.82	9.2	15.5	-1.80	15.10	15.60
14.90	2.42	14.92	13.62	9.6	15.4	-2.00	14.90	15.40
14.70	2.62	14.72	13.42	10.0	15.3	-2.20	14.70	15.20
14.50	2.82	14.52	13.22	10.4	15.2	-2.40	14.50	15.00
14.30	3.02	14.32	13.02	10.8	15.1	-2.60	14.30	14.80
14.10	3.22	14.12	12.82	11.2	15.0	-2.80	14.10	14.60
13.90	3.42	13.92	12.62	11.6	14.9	-3.00	13.90	14.40
13.70	3.62	13.72	12.42	12.0	14.8	-3.20	13.70	14.20
13.50	3.82	13.52	12.22	12.4	14.7	-3.40	13.50	14.00
13.30	4.02	13.32	12.02	12.8	14.6	-3.60	13.30	13.80
13.10	4.22	13.12	11.82	13.2	14.5	-3.80	13.10	13.60
12.90	4.42	12.92	11.62	13.6	14.4	-4.00	12.90	13.40
12.70	4.62	12.72	11.42	14.0	14.3	-4.20	12.70	13.20
12.50	4.82	12.52	11.22	14.4	14.2	-4.40	12.50	13.00
12.30	5.02	12.32	11.02	14.8	14.1	-4.60	12.30	12.80
12.10	5.22	12.12	10.82	15.2	14.0	-4.80	12.10	12.60
11.90	5.42	11.92	10.62	15.6	13.9	-5.00	11.90	12.40
11.70	5.62	11.72	10.42	16.0	13.8	-5.20	11.70	12.20
11.50	5.82	11.52	10.22	16.4	13.7	-5.40	11.50	12.00
11.30	6.02	11.32	10.02	16.8	13.6	-5.60	11.30	11.80
11.10	6.22	11.12	9.82	17.2	13.5	-5.80	11.10	11.60
10.90	6.42	10.92	9.62	17.6	13.4	-6.00	10.90	11.40
10.70	6.62	10.72	9.42	18.0	13.3	-6.2		

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時間	項目	結果
10:00	男子100m	佐々木 隆夫 12.2
10:10	男子200m	佐々木 隆夫 25.8
10:20	男子400m	佐々木 隆夫 58.5
10:30	男子800m	佐々木 隆夫 1:58.2
10:40	男子1600m	佐々木 隆夫 4:05.5
10:50	男子3200m	佐々木 隆夫 8:12.5
11:00	男子6400m	佐々木 隆夫 16:25.0
11:10	男子12800m	佐々木 隆夫 32:50.0
11:20	男子25600m	佐々木 隆夫 65:10.0
11:30	男子51200m	佐々木 隆夫 130:20.0
11:40	男子102400m	佐々木 隆夫 260:40.0
11:50	男子204800m	佐々木 隆夫 520:80.0
12:00	男子409600m	佐々木 隆夫 1041:60.0
12:10	男子819200m	佐々木 隆夫 2083:20.0
12:20	男子1638400m	佐々木 隆夫 4166:40.0
12:30	男子3276800m	佐々木 隆夫 8333:20.0
12:40	男子6553600m	佐々木 隆夫 16666:40.0
12:50	男子13107200m	佐々木 隆夫 33333:20.0
13:00	男子26214400m	佐々木 隆夫 66666:40.0
13:10	男子52428800m	佐々木 隆夫 133333:20.0
13:20	男子104857600m	佐々木 隆夫 266666:40.0
13:30	男子209715200m	佐々木 隆夫 533333:20.0
13:40	男子419430400m	佐々木 隆夫 1066666:40.0
13:50	男子838860800m	佐々木 隆夫 2133333:20.0
14:00	男子1677721600m	佐々木 隆夫 4266666:40.0
14:10	男子3355443200m	佐々木 隆夫 8533333:20.0
14:20	男子6710886400m	佐々木 隆夫 17066666:40.0
14:30	男子13421772800m	佐々木 隆夫 34133333:20.0
14:40	男子26843545600m	佐々木 隆夫 68266666:40.0
14:50	男子53687091200m	佐々木 隆夫 136533333:20.0
15:00	男子107374182400m	佐々木 隆夫 273066666:40.0
15:10	男子214748364800m	佐々木 隆夫 546133333:20.0
15:20	男子429496729600m	佐々木 隆夫 1092266666:40.0
15:30	男子858993459200m	佐々木 隆夫 2184533333:20.0
15:40	男子1717986918400m	佐々木 隆夫 4369066666:40.0
15:50	男子3435973836800m	佐々木 隆夫 8738133333:20.0
16:00	男子6871947673600m	佐々木 隆夫 17476266666:40.0
16:10	男子13743895347200m	佐々木 隆夫 34952533333:20.0
16:20	男子27487790694400m	佐々木 隆夫 69905066666:40.0
16:30	男子54975581388800m	佐々木 隆夫 139810133333:20.0
16:40	男子109951162777600m	佐々木 隆夫 279620266666:40.0
16:50	男子219902325555200m	佐々木 隆夫 559240533333:20.0
17:00	男子439804651110400m	佐々木 隆夫 1118481066666:40.0
17:10	男子879609302220800m	佐々木 隆夫 2236962133333:20.0
17:20	男子1759218604441600m	佐々木 隆夫 4473924266666:40.0
17:30	男子3518437208883200m	佐々木 隆夫 8947848533333:20.0
17:40	男子7036874417766400m	佐々木 隆夫 17895697066666:40.0
17:50	男子14073748835532800m	佐々木 隆夫 35791394133333:20.0
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18:40	男子450359962737049600m	佐々木 隆夫 1145324612266666:40.0
18:50	男子900719925474099200m	佐々木 隆夫 2290649224533333:20.0
19:00	男子1801439850948198400m	佐々木 隆夫 4581298449066666:40.0
19:10	男子3602879701896396800m	佐々木 隆夫 9162596898133333:20.0
19:20	男子7205759403792793600m	佐々木 隆夫 18325193796266666:40.0
19:30	男子14411518807585587200m	佐々木 隆夫 36650387592533333:20.0
19:40	男子28823037615171174400m	佐々木 隆夫 73300775185066666:40.0
19:50	男子57646075230342348800m	佐々木 隆夫 146601550370133333:20.0
20:00	男子115292150460684697600m	佐々木 隆夫 293203100740266666:40.0
20:10	男子230584300921369395200m	佐々木 隆夫 586406201480533333:20.0
20:20	男子461168601842738790400	

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High	Low
23.7	12
11.5	4.2
22.5	12.2
14.5	5.1
58	39



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## GLOBAL EQUITY MARKETS

## US INDICES

	Feb 12	Feb 11	Feb 10	1998/99	52 Week	High	Low	Open	Close	Change	%
Dow Jones	9274.88	9282.46	9177.31	9042.32	7338.07	9432.32	6122	9274.88	9282.46	+7.58	+0.08
S&P 500	1055.4	1056.4	1050.9	1027.77	914.42	1077.1	543.9	1055.4	1056.4	+1.0	+0.1
NASDAQ	2584.1	2591.47	2553.9	2321.2	1972.9	2724.3	1458.3	2584.1	2591.47	+7.37	+0.29

	Feb 12	Feb 11	Feb 10	1998/99	52 Week	High	Low	Open	Close	Change	%
Industrial	1422.39	1421.87	1408.77	1359.99	1177.49	1551.36	822.32	1422.39	1421.87	+0.52	+0.04
Financial	127.27	128.00	124.78	117.88	95.90	147.88	7.13	127.27	128.00	+0.73	+0.57
Health	501.45	503.74	478.81	411.88	327.28	571.06	243.4	501.45	503.74	+2.29	+0.46
Technology	685.12	688.41	658.82	583.87	453.75	753.87	243.4	685.12	688.41	+3.29	+0.48
Energy	2321.85	2405.96	2305.99	2078.88	1412.12	2810.88	54.87	2321.85	2405.96	+84.11	+3.64
Real Estate	308.44	308.16	307.36	291.28	241.43	318.36	123.36	308.44	308.16	-0.28	-0.09

	Feb 5	Jan 29	Jan 22	Year ago
Dow Jones Ind. Div. Yield	1.57	1.57	1.57	1.59
S & P Ind. Div. Yield	1.15	1.10	1.12	1.14
S & P Ind. P/E Ratio	38.00	39.55	38.57	27.81

	Open	Sett price	Change	High
Mar S&P 500				
Mar	1261.80	1262.50	+07.10	1265.80
Jun	1284.80	1274.30	+07.40	1286.50
Mar Midcap 225				
	Open	Sett price	Change	High
Mar	14000.0	13670.0	+10.0	14080.0
Jun	13950.0	13840.0	+28.0	13990.0
Open Interest Expires for previous day.				

## FT GUIDE TO THE WEEK

## MONDAY 15

## Biosafety treaty

Government representatives meet in Cartagena, Colombia, over the next 10 days to adopt an international treaty regulating movements across frontiers of bio-engineered plants and other living organisms. The biosafety protocol to the United Nations biodiversity convention is aimed at reducing the risks of uncontrolled release of Living Modified Organisms into the environment. However, important issues remain to be resolved after two-and-a-half years of difficult negotiations. US business groups have opposed the proposed treaty which they argue will impose onerous and unnecessary controls on trade in LMOs.

## Decommissioning deadlock

The parties at the Northern Ireland Assembly are scheduled to debate the proposed new Northern Ireland administration and proposals for the creation of an executive which will comprise 10 ministerial departments and six cross-border institutions. Although the proposals are expected to be endorsed, the issue of IRA decommissioning is expected to lead to deadlock and there are fears that the sides will be nowhere near meeting the 10 March deadline.

## Banks benefit

Indonesia's government is scheduled to announce the names of banks to benefit from a recapitalisation scheme, designed to bail out the country's beleaguered banking sector. Officials have said the central bank and finance ministry would nominate 15 banks to receive capital in the form of government bonds, matching private investment at a ratio of four to one.

## Holidays

Singapore, South Korea, Taiwan, Vietnam, Mauritius, Brazil, Canada, US, Venezuela.

## TUESDAY 16

## Holocaust funds

Gerhard Schröder, the German chancellor, is scheduled to meet chiefs of large German companies to discuss details of two funds to compensate victims of Nazi atrocities. One fund would make payments to victims, the other would pay for projects to ensure the Holocaust is not forgotten. Payments could begin in September.

## Simpson sale

An auction of O. J. Simpson's possessions is scheduled to be held in Los Angeles as part of a court-ordered sale to meet a \$32.5m judgment against him. The damages were assessed after a civil court jury found Simpson liable for the deaths of his former wife, Nicole Brown Simpson, and her companion, Ron Goldman.



British and US government negotiators meet on Wednesday to try to defuse the simmering row over flights and airport landing rights between the two countries

## Seeking EU ties

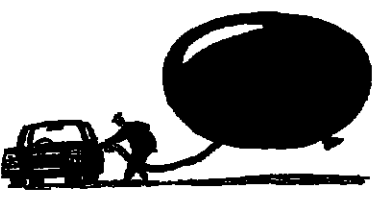
The recently-elected centre-right prime minister of Macedonia, Ljubco Georgiewski, visits the European Commission in Brussels, where he is to meet Jacques Santer for talks on economic aid and development and political ties.

## Greenland poll

A parliamentary election is scheduled to take place in the Danish overseas province of Greenland. The Inatsiutut, the parliament, has 31 members elected for a four-year term. After the last election in March 1995 the government was formed by the social democratic Siumut (Forward) party and the liberal Atassut (Feeling of Community) party.

## Going with gas

The European Natural Gas Vehicle Association sponsors a discussion with representatives of the European Commission on the development of a European policy on alternative fuels, energy efficiency and sustainability.



## Holidays

China, Hong Kong, Malaysia, Singapore, South Korea, Taiwan, Vietnam, Mauritius, Lithuania, Brazil, Venezuela.

## WEDNESDAY 17

## Trade row rumbles on

The dispute settlement body of the World Trade Organisation meets in Geneva amid continuing trade tension between the US and the European Union. Among the transatlantic disputes featuring on the agenda are the EU's ban on hormone-treated beef, US preparations to impose trade sanctions on the EU over its banana import regime, and US anti-subsidy duties on steel imported from the UK.

## Fund files in

A delegation from the International Monetary Fund is scheduled to arrive in Baghdad. The group is expected to meet officials to discuss support for the reconstruction of administrative bodies and the establishment of a foreign exchange market.

## Tightening up on trucks

Changes to the international road transport (TIR) convention that facilitates road transit traffic in Europe and elsewhere come into force today.

The changes are designed to cut abuse of the system through fraud and smuggling, now increasingly in the control of organised crime. From today road hauliers will be subject to vetting before they can use the system, and co-ordination between the 62 member countries will be improved. Nearly 3m transport operations are registered each year under the TIR convention, which is administered by the Geneva-based United Nations Economic Commission for Europe.

## Nordic summit

A conference of Nordic foreign ministers is held in Reykjavik. Daniel Tarschys, secretary-general of the Council of Europe, is scheduled to deliver a keynote speech.

## Duel in the air

British and US government negotiators are scheduled to hold talks in the latest effort to defuse the simmering row over flights and airport landing rights between the two countries.

## Farm fund talks

The United Nations International Fund for Agricultural Development (Ifad) begins an annual two-day meeting of its governing council in Rome. The 161-strong council will discuss the replenishment of the fund's resources and consider a progress report on a global financial mechanism that was set up recently to co-ordinate funds to

fight land degradation. Ifad funds development projects that help poor farmers.

## Holidays

China, Hong Kong, Malaysia, Singapore, South Korea, Taiwan, Vietnam, Brazil.

## THURSDAY 18

## Yeltsin hosts EU heads

A European Union-Russia summit opens in Moscow (to February 19). Boris Yeltsin, the president, has scheduled meetings with German Chancellor Gerhard Schröder and European Union officials.

## Spotlight on blindness

The Geneva-based World Health Organisation and a group of non-governmental organisations launch Vision 2020 - a campaign to eliminate avoidable blindness. According to the WHO, there are nearly 45m blind people around the world and almost 135m with low vision. Cataract, trachoma, onchocerciasis and glaucoma are among the main causes.

## Brazilian fallout

Roque Fernandez, Argentina's economy minister, visits London to discuss with economic officials and top

bankers the effects of Brazil's recent devaluation on Argentina. He will travel to Frankfurt on February 19.

## Holidays

China, Hong Kong, Taiwan, Vietnam, Gambia.

## SATURDAY 20

## G-7 supervision talks

Finance ministers of the Group of Seven leading industrial nations meet near Bonn to discuss a report which includes supervision of financial institutions and speculative hedge



funds. Hans Tietmeyer, Bundesbank president, has been asked by the G-7 to draw up a report on control and supervision of banks and hedge funds following recent financial market crises.

## SUNDAY 21

## EU conclave

European Union foreign ministers hold a "conclave" in Brussels in the hope of narrowing differences over the Agenda 2000 negotiations on reform of the EU's finances and its policies for agriculture and the poorer regions. The conclave will help prepare a special one-day summit of EU leaders near Bonn at the end of next week.

## Board meeting

The Elite grandmaster tournament at Linares, Spain, gives Garry Kasparov's rivals another chance to dent the world chess champion's supremacy. India's Visy Anand is world number two and already negotiating for a challenge to the Russian who has held the title since 1985. Britain's Michael Adams, 27, is the only west European in the eight-player field at Linares and has his best opportunity yet to establish himself as a championship contender. The dark horse is the youngest invitee, Peter Leko, 19, of Hungary, who is starting to make an impact against the world's top players (to March 10).

## Friendship treaty

Igor Ivanov, Russia's foreign minister, is expected to pay a three-day visit to Japan. He will meet Masahiko Komura, Japan's foreign minister, to discuss a bilateral peace and friendship treaty the two countries have agreed to sign by 2000.

## Holiday

Bangladesh.

Compiled by Roger Beale  
Fax 44 171 873 3196

## ECONOMIC DIARY

## Other economic news

Tuesday: A reversal of December's pre-sale price increases should bring UK inflation back into line with its 2.5 per cent target, says HSBC. Japanese industrial production is believed to have risen 1.3 per cent in December from the previous month but fallen 6.4 per cent over the year.

Wednesday: France's trade surplus may have increased to FF15.9bn during November after a dip in October. UK unemployment is likely to have risen by about 5,000 in January after falling in December. US industrial production is predicted to have fallen 0.5 per cent in January, following a 0.2 increase the previous month.

Thursday: The European Central Bank meets. A change in interest rates is unlikely.

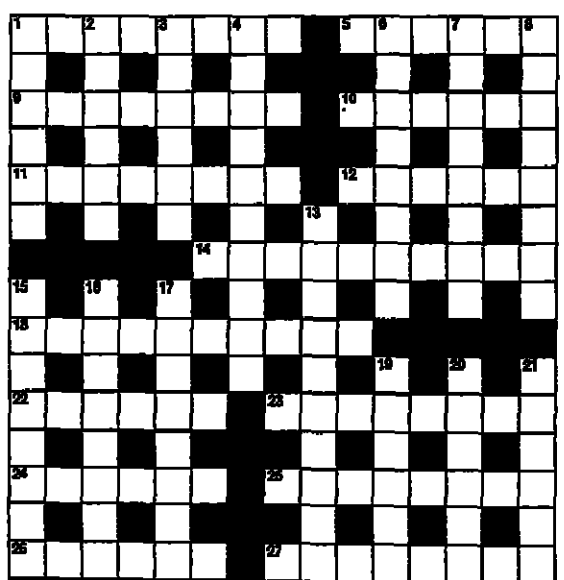
Friday: The US trade deficit, ballooning as a result of soaring domestic demand, is expected to have deteriorated in December from the previous month's \$15.5bn to \$15.7bn. US consumer prices are believed to have risen 0.2 per cent in January, against 0.1 per cent in December.

## Statistics to be released this week

Day	Released	Country	Economic Statistic	Median Forecast	Previous Actual	Day	Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon		Singapore	Q4 gross domestic product**		-0.7%	Thur		UK	Jan retail sales**	11.0%	-0.5%
Feb 15		Italy	Dec ind prod seasonally adjusted*	-0.72%	-1.5%	Feb 18		UK	Jan retail sales**	0.8%	0.7%
		Italy	Dec ind prod not seasonally adjusted**	3.5%				Canada	Jan consumer price index**	0.1%	-0.3%
Tue		Japan	Dec industrial production	1.3%				Canada	Jan consumer price index**	0.6%	1.0%
Feb 16		Japan	Dec shipments	1.4%				US	Jan producer price index**	0.1%	0.4%
		Germany	Jan wholesale price index*	0.1%	0.4%			US	Initial claims Feb 13	29%	26%
		Germany	Jan wholesale sale price index*	-4.3%	-4.5%			US	State benefits Feb 6	2,200m	
		UK	Jan retail price index**	-0.7%	0.0%			US	Feb Phila Fed's Federal Index	140.8	124
		UK	Jan retail price index**	2.3%	2.8%			US	M2 - week ended Feb 8	\$5.6tn	\$5.7tn
		UK	Jan RPI-X**	2.5%	2.8%			Japan	Feb wholesale price index (Jan 2009)		
		UK	Jan EU harmonised cons'r price index	1.5%				US	Jan consumer price index**	0.2%	0.1%
		UK	Jan public sector NCR	-£10.0bn	£3.2bn	Feb 19		US	Jan cons'r price index ex food, energy 0.2%	0.3%	
		Canada	Dec manufactured inventories*	0.4%	0.5%			US	Dec goods & services imported	\$72.0bn	\$76.7bn
		US	BTM-Schroders Feb 13	0.6%				US	Dec goods & services imported	\$84.4bn	\$84.1bn
		US	Redbook Feb 13	1.3%				Canada	Dec who'sale trade seasonally adjusted 0.3%	-0.8%	
		Japan	Money supply (M2 + CD)**	3.8%	3.9%			Canada	Dec who'sale inventories*	0.2%	0.0%
		Japan	Jan broad liquidity**	3.2%				US	Jan real earnings	0.6%	
Wed		UK	Jan unemployment	5.0%	-14.0%	During the week					
Feb 17		US	Jan housing starts	1.68m	1.72m			Germany	Dec capital account final	DM25.8bn	
		US	Jan building permits	1.72m				Germany	Dec foreign security purchase	DM10.2bn	
		US	Jan industrial production	UNCH	0.2%			EMU	Nov trade except EMU	€7.2bn	
		US	Jan capacity utilisation	80.6%	80.9%			EMU	Dec producer price index*	0.3%	
		US	Jan export price index	UNCH	-0.1%			Italy	Jan foreign exchange reserves	€6,000bn	
		US	Jan import price index	-0.1%	-0.7%			Italy	Jan M2, 3-month average*	5.4%	
		Canada	Dec wage settlement**	1.4%	1.3%						

- ACROSS
- Any a married son could give a hand (8,6)
  - Card game with an understanding couple (8,6)
  - Foolish unpretentious writing after prizes (8)
  - Fellow is caught with a student of government finances (8)
  - Pine begins spreading around property (10)
  - Wasp I distracted in plant (10)
  - Made late by some fighting? (6,2,6)
  - A crab I cooked and some tongue (6)
  - Mercenary letting the French back in... (9)
  - declines to take the Spanish lorry driver (9)
  - Learned butcher said why cattle breed (9)

- DOWN
- Pill in revised copy with copper (8)
  - In Abadan games are a hazard (6)
  - Iron CD, a product of Germanic people (8)
  - Northern peer comes round about reward (10)
  - Information not initially given on old Bob's income (8)
  - Cure you take at home in sea water (frozen) (8)
  - Leaves music centre which is unwanted (8)
  - Heavy translation of the Latin "to err" (10)
  - Reluctant sponsor wants sketch returned (8)
  - What's overflowed from second sack (8)
  - He's consumed a seedy bar, which is sticky (8)
  - Seen upset about companion's plan (8)
  - After six a boy has one in sight (8)
  - Costly cunning, a killer turns up inside (6)



Winner of Puzzle No. 9902: Martha F. Browne, New York, USA

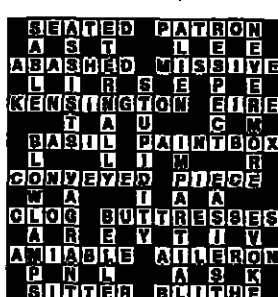
## MONDAY PRIZE CROSSWORD

No.9,914 Set by GRIFFIN

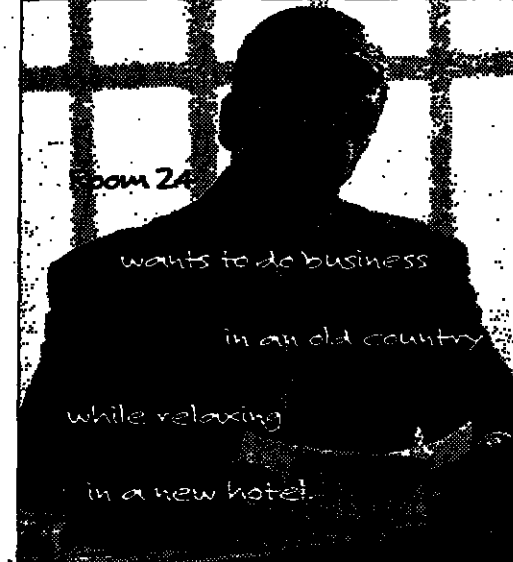
A prize of a Tombow Lucas fountain pen and rollerball set, worth £125, will be awarded for the first correct solution, opened, Solutions by Thursday February 25, marked Monday Crossword 9,914 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 1UL. Solution on Monday March 1. Please allow 28 days for delivery of prizes.

Name \_\_\_\_\_  
Address \_\_\_\_\_

## Solution 9,902



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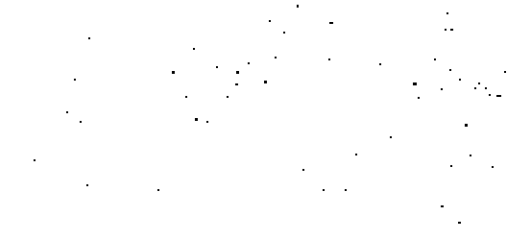
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## JOTTER PAD



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